Government of
Saskatchewan

2006-2007
Annual Report

Saskatchewan
Justice

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This annual report is also available in electronic format from the Department's web site at **www.justice.gov.sk.ca**.

Letters of Transmittal

His Honour the Honourable Dr. Gordon L. Barnhart
Lieutenant Governor of Saskatchewan

May it Please Your Honour:

I respectfully submit the Annual Report of the Department of Justice for the fiscal year ending March 31, 2007.

Frank Quennell, Q.C.
Minister of Justice and Attorney General

The Honourable Frank Quennell, Q.C.
Minister of Justice and Attorney General

Dear Sir:

I have the honour of submitting the Annual Report of the Department of Justice for the fiscal year ending March 31, 2007.

Doug Moen, Q.C.
Deputy Minister of Justice and
Deputy Attorney General

Who We Are

Vision

The vision of Saskatchewan Justice is "A fair, equitable and safe society supported by a justice system that is trusted and understood."

Mandate

The mandate of Saskatchewan Justice flows from the historic and constitutional role of the Attorney General to uphold the rule of law[1], protect basic legal rights of citizens, and ensure good and proper administration of justice. Effective justice services contribute to social stability and, by extension, to a high quality of life for citizens. Justice services must reflect the norms of the community and support a sound, healthy society.

Service Delivery System

Saskatchewan Justice has about 1,000 employees across the province. Department employees work with other departments, governments and community partners to administer and deliver justice, protect basic legal rights and relationships, and provide other justice functions such as producing legal publications and developing alternative mechanisms to resolve disputes.

Department activities are organized into six main divisions: Community Justice, Public Prosecutions, Courts and Civil Justice, Civil Law, Public Law, and Finance and Administration. A brief description of each of these areas follows. More information is available on the Saskatchewan Justice web site at **www.justice.gov.sk.ca**.

The Policy, Planning and Evaluation Branch provides support to all divisions in the Department and to the Minister in areas of corporate, federal/provincial and inter-agency policy and justice relations with specific emphasis on criminal law policy, family law policy, youth justice policy, and Aboriginal policy. It supports the implementation of criminal, youth and family justice legislative changes and initiatives. The Branch also facilitates program review and evaluation for departmental programs or initiatives, performs statistical analysis and research on behalf of the Department, and provides support to the departmental strategic planning and performance management activities.

The Departments of Justice and Corrections and Public Safety share the services of four branches: Communications and Public Education, Administrative Services, Systems Services and Human Resources.

Community Justice Division

The Community Justice Division includes Law Enforcement Services, Community Services, Victims Services, and Aboriginal and Northern Justice Initiatives. It provides alternative measures and crime prevention programs that respond to the needs of communities for increased safety and greater involvement in justice services. It supports the development and delivery of community-based justice initiatives, co-ordinates Aboriginal and northern justice initiatives and funds the Aboriginal Courtworker program, the Police Commission and the Public Complaints Commission. It also provides provincial policing services under contract with the Royal Canadian Mounted Police (RCMP), regulates the private security industry, provides for coroners' investigations and administers *The Safer Communities and Neighbourhoods Act*.

The Division is also home to a unique set of Aboriginal initiatives made possible by funding innovative partnerships with Aboriginal organizations and the federal government. These programs respect Aboriginal values and traditions and provide employment opportunities for Aboriginal people.

Public Prosecutions Division

The Public Prosecutions Division represents the interests of the general public in the criminal justice system. It provides legal advice to Government and numerous law enforcement agencies. Prosecutors assess investigation results to determine whether there is sufficient evidence to prosecute a violation of the law and whether the public interest in that prosecution justifies the expenditure of public funds. The Public Prosecutions Division also has a substantial role in training law enforcement officials such as police.

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[1] In general terms, the rule of law means that the Government and all citizens are subject to the law and must operate according to its terms.

Courts and Civil Justice Division

The Courts and Civil Justice Division provides judicial and operational support to the court system, produces transcripts and provides enforcement services for legal judgments through the Sheriff's Office. It provides maintenance enforcement and other family justice services to assist parents and children deal with the difficulties of family breakdown. The Division licenses Commissioners of Oaths, Notaries Public and Marriage Commissioners. It also provides dispute resolution services to assist in resolving disputes outside the court system and protects the interests of people who do not have the capacity to manage their own financial affairs. As well, it supports economic well-being through the provision of corporate registry services.

Civil Law Division

The Civil Law Division provides legal services to the departments, agencies, boards and commissions of the Government of Saskatchewan.

Public Law Division

The Public Law Division provides legal services to Government, including advice on Aboriginal, trade law and constitutional matters, and legal, policy and technical advice in relation to legislation. Through the Queen's Printer, it publishes and distributes legislation, regulations and other government publications.

Finance and Administration Division

The Finance and Administration Division provides administrative services to senior management and operational areas of the Department through the following branches that are shared with the Department of Corrections and Public Safety: Administrative Services, Human Resources, and Systems Services. These support services are also provided to a number of boards and commissions assigned to the Minister of Justice and Attorney General.

Responsibility for the Consumer Protection Branch also lies within this Division. This Branch is a regulatory body that grants licenses, regulates market conduct, investigates complaints, answers inquiries and oversees the regulation of the death services industry through an industry self-regulatory body. The major activity within the Branch is to provide information and direction to the public and businesses to assist in dealing with problems encountered in the marketplace. It also acts directly for members of the public unable to protect themselves.

Key Partners

To achieve its vision and the outcomes identified in its plan, Justice works with key partners – some represent justice system components; some deliver community-based justice services; and some assist in policy and legislative development and implementation. All have an impact on the extent to which Justice is able to achieve its goals, objectives and outcomes.

The following organizations play a critical role in shaping the criminal justice system of the future. These partners have an impact on the extent to which the Department is able to meet its criminal justice performance measures, particularly those under Goal 1 – Safe Communities, and Goal 2 – Aboriginal Justice.

- Police and the Saskatchewan Legal Aid Commission partner with the Department[2] in criminal justice system delivery, but are formally independent. The Department also provides funding to police-based Victims Services programs that support victims during the criminal justice process and to the Saskatchewan Aboriginal Courtworker program that funds Aboriginal organizations to employ Aboriginal courtworkers to support Aboriginal offenders during the court process.

[2] The Department also works closely with the judiciary, but there is a constitutional separation between executive government and the judiciary, and the judiciary is independent of government.

- Community-based organizations, including Aboriginal communities and organizations, deliver a wide range of services, such as community justice programs, alternative measures, First Nations policing, Aboriginal courtworkers, Aboriginal Family Violence programs and Aboriginal youth crime prevention programs. Justice provides funding to community-based organizations to deliver these programs; some are cost-shared with other funders.

The participation of federal, municipal, First Nations and Métis governments is critical to the achievement of our plan. The participation at the federal level of government is essential in a number of areas, particularly with respect to First Nations people and through cost-sharing agreements. Federal involvement or lack of involvement affects the Department's ability to achieve a large number of performance measures, particularly those under Goal 1 – Safe Communities, Goal 2 – Aboriginal Justice, and Goal 3 – Civil and Family Justice. The Department and its municipal partners work together to implement provincial policing strategies and policies.

The Department, together with First Nations, Métis and municipal partners, works to develop and evaluate targeted responses to deal with seriously offending youth and young adults, related directly to Goal 1 – Safe Communities, and Goal 2 – Aboriginal Justice.

Two other partners that have an impact on the extent to which Justice achieves its objectives are the legal profession and business. The Department partners with the legal profession to provide effective civil solutions (Goal 3 – Civil and Family Justice) and with business to identify potential changes to regulations, as well as to define acceptable levels of service (Goal 4 – Marketplace Relations).

In Summary

Together, the Divisions of the Department work with Saskatchewan Justice stakeholders and partners to ensure the justice system:

- effectively enforces criminal law (*Criminal Code, Youth Criminal Justice Act* and provincial statutes), including the need to be tough on serious crime and the need for integrated approaches in situations where the offender can be effectively dealt with in the community;
- provides effective mechanisms for resolving social conflict to ensure that people do not turn to socially destructive ways of dealing with their issues;
- responds to the legal and social needs of people, particularly those in vulnerable circumstances and those involved in family disputes;
- plays a key regulatory function in the marketplace to safeguard consumer and public interests and support economic well-being; and
- provides legal and policy services to Government, including serving as the Government's official legal advisor and representing the Government before courts and tribunals, as well as advising departments and agencies about developing legislative proposals and drafting all legislative instruments.

2006-07 Fiscal Year Results

Results at a Glance

The goals and objectives in the 2006-07 Performance Plan articulated the outcomes the Department is pursuing as we move towards our vision in the years to come. Key actions and performance measures relate directly to the objectives within the Plan. This section provides a summary of key accomplishments in 2006-07, as well as a summary of the financial results for that fiscal year.

Summary of Performance Results

Department priorities for 2006-07 were:

- responding to the recommendations of the Commission on First Nations and Métis Peoples and Justice Reform;
- improving community safety and reducing crime; and
- improving the efficiency of the justice system through court infrastructure renewal.

In 2006-07, the Department continued to work towards supporting strong and vibrant communities through actions such as expanding victims services and crime prevention activities in the North and supporting the development of therapeutic courts and integrated targeted crime reduction initiatives to reduce crime in specific communities.

Highlights of the most significant performance results are shown below. More details are provided in the following section, 2006-07 Performance Results.

Goal 1 – Safe Communities: Individuals are safe and secure from crime, the rights of people are protected and crime is reduced

- Continued to support the Integrated Targeted Crime Reduction Strategy through the development of integrated community responses to offending in La Ronge and Meadow Lake. These initiatives join community responses in Regina, the Battlefords, Saskatoon and Prince Albert.
- Reduced auto thefts in Regina in 2006 by 49.6 per cent from 2001 levels through the Regina Auto Theft Strategy, an integrated targeted crime reduction initiative.
- Worked with the Saskatoon community to implement an approach to deal with gangs through prevention, intervention and suppression.
- Developed an implementation plan to expand the use of video-conferencing in Prince Albert, Meadow Lake and La Ronge Provincial Courts and the La Loche and Pelican Narrows Provincial Court circuit points.
- Implemented changes to the *Victims of Crime Act, 1995* and the *Regulations* that included improving the Victims Compensation Program.
- Expanded victims services by developing police-based Victims Services programs for the northern areas of Stony Rapids/Black Lake and Sandy Bay and expanded programs to serve the areas of Greenwater and Weyburn.

Goal 2 – Aboriginal Justice: The justice system responds to the needs, values and aspirations of Aboriginal peoples

- Co-ordinated the implementation of the Action Plan, Government's Response to the Final Report of the Commission on First Nations and Métis Peoples and Justice Reform; worked with Federation of Saskatchewan Indian Nations (FSIN), representatives from Métis Family and Community Justice Services and the federal government.
- Provided funding for 29 new police positions in the province.
- Implemented the Regina Drug Treatment Court with the first sitting in October 2006.
- Increased the number of on-reserve court locations by adding Provincial Court sittings at English River First Nation, Buffalo River First Nation and Canoe Narrows, as part of the implementation of the Aboriginal Court Party.
- Increased the per cent of Justice employees self-identifying as Aboriginal to 10.7 per cent, an increase of 6.2 per cent over 2002-03, the first year this data were available.

Goal 3 – Civil and Family Justice: Conflicts are resolved in constructive and timely ways, and the justice system responds to the needs of vulnerable people and those involved in family disputes

- Continued to maintain one of the highest maintenance enforcement collection rates in Canada (88.5 per cent).

Goal 4 – Marketplace Relations: A fair, efficient and effective marketplace

- Increased business registrations and filings completed by the general public on-line to 60 per cent by March 31, 2007, an increase of 18 per cent over 2005-06.
- Continued its review of consumer protection legislation and delivery strategies. Amendments were passed with new rules for future performance contracts, personal development services contracts, travel club contracts and remote contracts.

Goal 5 – Legal Services: Programs and policies of Government are supported by appropriate legal services

- Delivered legal and policy advice to departments and agencies of government.
- Developed access and privacy tools, including access management procedures, policy review checklists and privacy checklists.

Summary of Financial Results

The Department's 2006-07 expenditure budget (appropriation) was $234.141 million, including $2.822 million for capital asset acquisitions. In the fall of 2006, the Legislature approved an additional $3.833 million as Supplementary Estimates. In the spring of 2007, an additional $1.9 million was authorized by Special Warrant. Additional statutory funding of $240,000 was provided for salaries of Provincial Court judges, as authorized by law.

Supplementary Estimates funding of $3.833 million was provided for:

- mid-year implementation of the Provincial Child Exploitation Strategy ($133,000);
- costs related to the settlement of a legal action in the Legal Aid Commission ($200,000);

- additional costs related to the Milgaard Inquiry ($1.0 million);
- extraordinary costs associated with the Spiritwood manhunt and investigation ($1.1 million); and
- detailed planning for new court facilities in La Ronge and Meadow Lake and implementation of airport-style security screening in our largest court houses ($1.4 million).

Special Warrant funding of $1.9 million was provided for:

- overtime and additional staff required to implement MIDAS payroll system ($65,000);
- appointment of two full-time members to the Automobile Injury Appeal Commission ($220,000); and
- costs associated with the tentative collective bargaining agreements ($1.615 million).

For 2006-07, the total funding appropriated and available to the Department was $240.114 million.

The expense budget excludes the $2.822 million appropriation for the Department to acquire capital assets and includes the amortization of the Department's capital assets. For 2006-07, the budgeted capital asset amortization expense was $626,000. The budgeted level of expense for the Department was $237.918 million.

The 2006-07 actual expenses were $237.619 million; a variance of $299,000 less than the approved expense budget. Expense results by sub-vote and program area are summarized in subsequent pages of the annual report.

Detailed payee information will be published in Volume 2 of the 2006-07 Public Accounts.

Revenues

The revenue budget in 2006-07 was $57.382 million. Actual revenues were $61.278 million, a variance of $3.896 million greater than budget. Revenue results are summarized in subsequent pages of the annual report.

Revolving Funds and Special Purpose Accounts

The Department is responsible for managing and operating the following revolving or special purpose accounts:

- Queen's Printer Revolving Fund
- Victims Fund

Information regarding the 2006-07 business activities of these funds can be found in Appendix C of this annual report. The financial statements for these funds can be found at the Department web site: **www.justice.gov.sk.ca**.

2006-07 Performance Results

This section of the report provides details about the long-term goals and objectives Saskatchewan Justice was working towards in 2006-07. It describes what the Department did to achieve its objectives (key actions) and how we know whether we were successful in making progress towards objectives (key results and performance measures).

The key actions originally presented in our 2006-07 Performance Plan are listed below, followed by a report on progress for each item. Actual results information is included for all key actions and performance measures that were published in our 2006-07 Performance Plan, as well as for all commitments related to the Department of Justice in the government-wide 2006-07 Performance Plan Summary.

Saskatchewan Justice policies and programs are developed in response to a variety of trends and issues that present risks that are important for the Department to identify, monitor and manage. Keeping these issues and risks in mind facilitates decision-making for the Department and its stakeholders.

Each year, the Department uses the annual performance information to review its progress towards its goals and objectives in order to develop its strategic priorities and budget requests for the next fiscal year. Sometimes the review results in changes to performance measures; sometimes changes are made to objectives. Divisions and branches use the annual performance information to develop their work plans.

Further information about the Department's performance measures is available with the 2006-07 Justice Strategic Plan available on the Saskatchewan Justice web site: **www.justice.gov.sk.ca**.

Goal 1 – Safe Communities: Individuals are safe and secure from crime, the rights of people are protected and crime is reduced

Objective 1 – Hold offenders accountable through effective enforcement and responses to offending

Saskatchewan citizens want their families, their homes, and their communities to be safe. The Department has a balanced, multi-year criminal justice strategy for building safer communities and overall public confidence in the criminal justice system through targeted interventions and improved efficiency. This includes initiatives in the areas of prosecutions, law enforcement, victims services, court services, criminal law reform, and crime prevention. This approach recognizes the need for a continuum of justice services with an increased emphasis on community-based services, including responsibility for local delivery, crime prevention, holistic treatment of offenders and victims in family violence situations, and involvement of victims in the criminal justice process.

Holding offenders accountable for their actions is a critical component of community safety. Justice, together with the Department of Corrections and Public Safety (CPS), continues to work towards ensuring offender accountability in three ways: custodial sentences and community supervision orders, financial commitments and community justice programs. The Department supports effective police responses to crime and works to improve performance in fine collection and community justice programs.

In 2006-07, significant progress was made in several areas, such as the expansion of the initiative to develop and implement community-based, integrated, targeted crime reduction strategies and the response to missing persons cases. However, while the Department continued to work towards increased offender accountability, external factors, such as balancing the costs of external fine collection costs and the amount recovered, somewhat impeded progress.

Key Results

- To deal with serious-offending youth and young adults, the Department will continue to work in partnership with justice agencies to develop and evaluate integrated, targeted responses in Regina, Saskatoon, North Battleford, Prince Albert, Meadow Lake and La Ronge. [2006-07 planned result]

  - Justice and Corrections and Public Safety are working to support strong, vibrant communities, a priority of Government. In partnership with other levels of government, First Nations and Métis peoples and community organizations, the Departments are assisting in developing community-based integrated, targeted initiatives to reduce crime and keep communities safe.
  - In addition to initiatives in Regina, Saskatoon and Prince Albert, projects in Meadow Lake and La Ronge were announced in March 2007.

- To support youth justice reform, the interdepartmental committee (co-chaired by Justice and Corrections and Public Safety) will continue to monitor, evaluate and support a collaborative and balanced approach to holding youth accountable, including developing policy and practical responses to support implementation of the police cautioning program. [2006-07 planned result]

  - The police cautioning program was implemented province-wide by the RCMP in 2006-07. Preliminary data show that police issued approximately 1,000 cautions to youth in 2006-07.

- To increase public safety and create a hostile environment for organized crime and gang activities, the Department will work with communities to implement an initiative to curtail gang activity and enhance the Safer Communities and Neighbourhoods (SCAN) Program. [2006-07 planned result]

  - The Departments of Justice and Corrections and Public Safety, with funding assistance from the Youth Gang Prevention Fund, National Crime Prevention Centre, supported the implementation of the Saskatoon Gang Prevention Strategy.

- The Safer Communities and Neighbourhoods Program completed the hiring process, begun in 2005-06, to add two positions to its complement of investigators. As well, 2005-06 amendments to the legislation in relation to gang activities were implemented in 2006-07.

- To enhance the effectiveness of the criminal justice system, the Department will take steps to analyze and implement changes to federal criminal law in areas such as sentencing and criminal process reform. [2006-07 planned result]

  - Twelve federal government and 18 private member or Senate bills were analyzed and commented on. Changes made as a result of two criminal law bills, street racing and proceeds of crime, were implemented. The Department worked with the justice sector and other related sectors to ensure that information was available in a timely manner.

- To ensure that justice processes are accurately recorded and communicated across the justice system, to hold offenders accountable and to support victim and community safety, the Department, together with Corrections and Public Safety, will continue the implementation of an integrated justice system approach. [2006-07 planned result]

  - Justice and Corrections and Public Safety continue to pursue an integrated justice approach. The Departments continue to explore the best method of implementing electronic systems for tracking criminal justice actions in the province.

- To continue to enhance forensic expertise, the Department will build capacity of the coroners system in criminal and non-criminal cases and provide training for lay coroners. [2006-07 planned result]

  - There are 145 lay coroners in the province. A new training program was developed and delivered to all coroners. As well, the first issue of the newsletter "The Bare Bones" was published in March 2007 as a communication tool that provides information to coroners and other interested parties.

- To improve the efficiency of court processes, the Department will implement the use of video-conferencing at two sites in the North. [2006-07 planned result]

  - The Department developed an implementation plan for the use of video-conferencing in the Prince Albert, Meadow Lake and La Ronge Provincial Courts and the La Loche and Pelican Narrows Provincial Court circuit points, and purchased all required equipment. Implementation will begin in June 2007.

- To improve department and government responses to missing person cases, the Department will implement an effective province-wide strategy for missing person cases, including the development of inter-agency policies. [2006-07 planned result]

  - The Provincial Partnership Committee on Missing Persons has met regularly since January 2006. It issued an interim report at the end of February 2007. As well, research on police practices in Saskatchewan was completed.

- To assist in addressing the underlying causes of crime, the Department will continue to play an active role in interdepartmental strategies such as Project Hope, School^{PLUS}, the Cognitive Disabilities Strategy and the Interdepartmental Committee on Interpersonal Violence and Abuse. [2006-07 planned result]

  - The Department continued to take an active role in the development and implementation of these initiatives and continues to participate at the interdepartmental and regional levels.

- To increase compliance with occupational health and safety and environmental protection legislation, the Department will increase its capacity to prosecute in situations of non-compliance. [2006-07 planned result]

  - Two full-time prosecutors have been added to the permanent Prosecutions staff, one in Saskatoon to prosecute non-compliance with environmental protection legislation and major *Wildlife Act* violations, and one in Regina to prosecute non-compliance with occupational health and safety legislation.

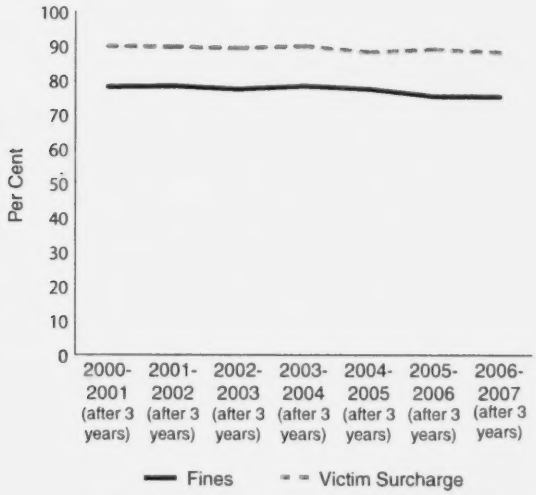
Prior to the establishment of these new positions, the Department of Labour and the Workers' Compensation Board had funded a pilot project in which a dedicated prosecutor handled these violations. The pilot project proved to be successful in increasing compliance and ensuring that prosecutions would occur where there were serious and flagrant violations of the provincial *Act* and *Regulations*.

Measurement Results

Offender accountability

- Per cent of dollar amount of fines ordered paid within three years of disposition
- Per cent of dollar amount of provincial victim surcharges collected within three years of disposition

Dollar amount collected of fines and late payment fees, and victim surcharge assessed, 2000-01 to 2006-07



Source: Saskatchewan Justice, Courts Services, 2007

In 2006-07, 75.1 per cent of fines ordered were paid within three years of disposition, a decrease of 0.2 per cent over 2005-06 results. Victim surcharges paid decreased by 0.8 per cent to 88.0 per cent in the same time frame. As shown in the graph, the results for both measures have been fairly stable over the years.

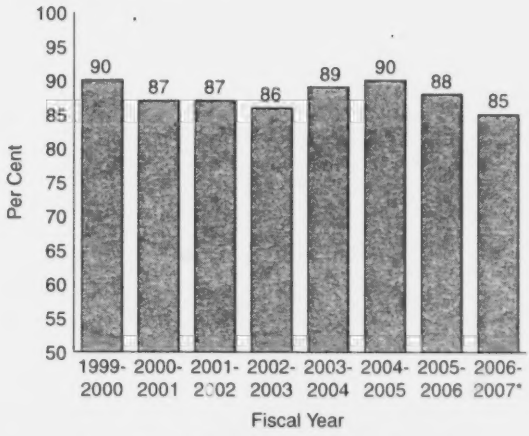
This performance measure represents one way that offenders may be held accountable for their actions. Offenders can be ordered to pay fines as part of their sentence and judges can order the offender pay a surcharge to the Victims Fund. These two performance measures are linked. When a fine is paid, dollars are allocated to the provincial victim surcharge first, and then the remainder is applied to the fine itself.

Justice continues to work on cost-effective methods of collecting outstanding fines. However, without additional resources allocated to the area of fine collection or policy changes, such as further restricting license and vehicle registrations for individuals with outstanding fines, it is unlikely that there will be significant improvement in the collection rate.

Offender accountability

- Per cent of offenders successfully completing agreements in alternative measures programs

Adult offenders successfully completing agreements in alternative measures programs, 1999-2000 to 2006-07*



* The percentage for fiscal year 2006-07 is preliminary and may be adjusted following further data entry and analysis.

Source: Saskatchewan Justice, Policy, Planning and Evaluation, 2007

In 2005-06 (most recent data available), 88 per cent of the offenders reaching agreements in alternative measures programs successfully completed their agreements. As shown on the graph, trend data for

this measure have remained constant over the years. In 2006-07, preliminary data support this trend.

When offenders take responsibility for a crime, some are held accountable through community justice programs delivered by community-based organizations. Prior to or following the laying of a charge, police and prosecutors may refer offenders to a program that offers alternative measures, such as mediation and community conferencing. These interventions result in agreements that offenders must complete in order to be successful in the intervention.

This performance measure represents another way that offenders are held accountable for their actions. The Department has some influence on the results through its funding agreements with service delivery agents, but community-based organizations are responsible for delivering the programs. Variables out of the control of the Department, such as the training and skills of the mediator/facilitator, change in offender attitude and behaviour, family support and community understanding of alternative measures, affect the extent to which agreements are completed.

Impact of targeted initiatives on crime rate

- Per cent change in auto theft crime in Regina

In 2002, a targeted, integrated crime reduction response was implemented by the Departments of Justice and Corrections and Public Safety, together with the Regina Police Service. It was designed to more effectively hold offenders accountable for their actions when they steal vehicles in Regina. During the first full year of the strategy, auto thefts and attempted auto thefts were reduced by 29 per cent. By December 31, 2006, the overall reduction from 2001 was 49.6 per cent, with 1,900 fewer cars stolen in 2005 than in 2001.

In 2006, the partners set a goal of a further five per cent reduction each year for the next three years. This goal was exceeded in 2006, with a further reduction of 6.6 per cent compared to 2005.

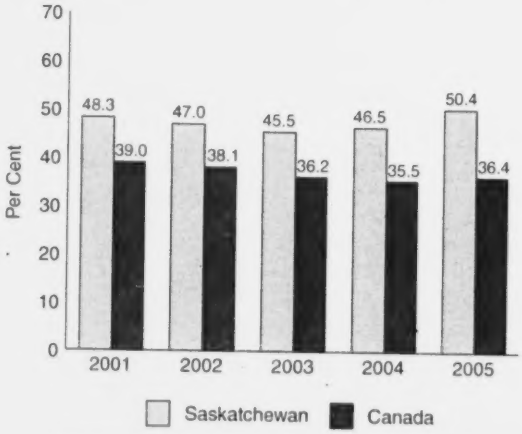
The number of auto thefts in Regina has stabilized at a much lower level than four years ago. Factors that affect these results include the reallocation of police resources to other areas and weather conditions.

Source: Regina Auto Theft Strategy, 2007

Effectiveness in solving crimes

- Per cent of police-reported incidents cleared by charge or cleared otherwise

Clearance rates for Saskatchewan and Canada, 2001 to 2005



Source: Canadian Centre for Justice Statistics, 2006

The most recent data available for clearance rates are from 2005. The Canadian Centre for Justice Statistics will provide 2006 data in July 2007.

Saskatchewan continues to have the highest clearance rate in Canada. In 2005, our clearance rate increased to 50.4 per cent, after having been fairly stable over the previous four years. This was an increase of 3.9 per cent over 2004 and is 14 per cent more than the 2005 national clearance rate.

The clearance rate has two components: the proportion of incidents that are cleared by charge or cleared otherwise. It is generally accepted as an important measure of effective policing. Clearance rates indicate the proportion of incidents that have been solved. "Clearance by charge" means a suspect has been identified and a charge laid. "Clearance otherwise" means a suspect has been identified and no charge laid for a variety of reasons (e.g., diplomatic immunity; complainant refuses to continue; use of alternative measures).

The Department has some influence over this measure because it provides funding for specific activities within police services. But, factors such as police service priorities and types of offences committed have more influence than the Department.

Relationship between alternative measures programs and re-offending

- Per cent of offenders who re-offend following completion of agreements in alternative measures programs

The most recent data on recidivism in alternative measures programs come from a pilot project on recidivism rates conducted by the Department in 2004-05. It showed that most of the offenders (61 per cent) did not re-offend in the following four-year time period. Of those who did re-offend, two-thirds committed one offence in the time period and 40 per cent committed crimes that were not violent or property offences. The most common charge was driving under the influence.

In 2006-07, Justice Canada conducted a recidivism study on participants in alternative measures programs across Canada and found "participants in AJS-funded (Aboriginal Justice Strategy) are less likely to re-offend, compared to offenders who do not participate in these programs."[3]

Many factors that affect offending are outside the control of the Department. The following determinants of re-offending have been identified in the literature by program managers:

- offender attitudes, values, beliefs, cognitive challenges, addictions;
- available treatment services and programs;
- family and social supports;
- educational/employment opportunities; and
- changing police practices.

Source: Saskatchewan Justice, Policy, Planning and Evaluation, 2007

Objective 2 – Protect the rights of persons in criminal processes

The Department is committed to ensuring that victims and accused persons are able to understand, participate in, and represent their interests in criminal proceedings. This is essential to realizing our vision of a fair, equitable and safe society supported by a justice system that is trusted and understood.

The Department is satisfied that the measures track progress towards the objective's outcomes. One of the measures relates to timely access to the court process and two represent support for offender rights.

Key Results

- To ensure adequate access to criminal Legal Aid, the Department will support the Saskatchewan Legal Aid Commission in implementing its Strategic Plan and work to establish adequate levels of federal funding for criminal and civil legal aid. [2006-07 planned result]
  - The Department continued to pressure the federal Department of Justice for renewed and enhanced funding to support criminal legal aid and for new funding for civil legal aid.
- To examine practices in the administration of criminal justice in Saskatchewan, the Department will continue to fund the inquiry into the wrongful conviction of David Edgar Milgaard and review the impact of the findings on criminal justice practice. [2006-07 planned result]
  - The Milgaard Inquiry was funded throughout 2006-07. The Commission completed its hearing schedule December 12, 2006, and will deliver its report in 2007-08.

[3] Department of Justice (2006). *Evaluation of the Impact of the Aboriginal Justice Strategy on Rates of Re-offending*. Ottawa.

Measurement Results

Access to courts

- Average length of time to next trial date in criminal proceedings:
  - at northern court points
  - in Saskatoon

In the North, year-end results show that the average length of time to the next trial date has increased to 150 days in 2006-07, 26 days more than in 2005-06. The Aboriginal Court Party began sitting in court points served by the Meadow Lake Provincial Court in 2006-07 and it is expected that this will have an impact on this measure in future years.

In Saskatoon, the average length of time to the next trial date increased to 155 days, an increase of 54 days over 2005-06 results. To continue reducing the length of time to next trial date in criminal proceedings requires the co-operation of all sectors of the criminal justice system to reduce the number of adjournments, increase the efficiency in scheduling court time and increase the efficiency in justice response to issues such as qualification of offenders for Legal Aid.

Although the Department has some influence on this measure, factors such as increasing charge rates, complexity and type of court cases, length of trials, number of adjournments and availability of judges and other justice personnel for special sittings directly affect this measure. As well, in the North where the court party must travel to reach many of the court points, weather is a factor.

Source: Saskatchewan Justice, Courts Services, 2007

Access to courts

- Number of accused served by courtworkers in Saskatchewan Aboriginal Courtworker program

In 2006-07, the Saskatchewan Aboriginal Courtworker program served a total of 11,823 clients, a decrease of 2,424 over 2005-06 and about the same number as 2004-05. The decrease in numbers served could be due to a decrease in the number of potential clients, especially in the rural southern region. At the same time, the number of potential clients in the northern and urban areas is increasing, which influences a need to make adjustments to service delivery and may affect the current number of clients. As the number of specialized courts, such as domestic violence and drug treatment courts increase, more time may be spent with an individual client which decreases the amount of time available for potential clients. As well, work continues on ensuring accurate reporting by courtworkers. Reporting is done on-line and real time reports are available at **http://skreports.courtworker.com**.

The Saskatchewan Aboriginal Courtworker program assists Aboriginal accused to better understand their rights, options and responsibilities when appearing in criminal justice courts. Courtworkers provide services, such as explaining court process, assisting families of accused and directing clients to counselling and treatment programs.

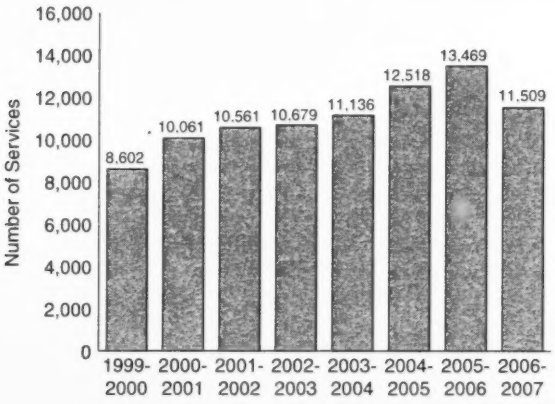
Courtworker services are contracted through First Nations and Métis organizations. The number of clients served can be affected greatly by external factors out of the control of the Department, such as vacant courtworker positions.

Source: Saskatchewan Justice, Saskatchewan Aboriginal Courtworker program, 2007

Access to legal advice

- Number of services provided to accused who have been detained or arrested by police and exercise their right to legal counsel after regular office hours

Number of services provided to accused who have been detained or arrested by police and exercise their rights to legal counsel through Legal Aid, 1999-2000 to 2006-07



Source: Saskatchewan Legal Aid Commission, 2007

The Saskatchewan Legal Aid Commission has made arrangements with non-Legal Aid counsel to handle calls from accused who are detained or arrested (Duty Counsel Advice Service). When contacted by offenders, the non-Legal Aid counsel provides legal assistance.

The Saskatchewan Legal Aid Commission delivered 11,509 duty counsel advice services in 2006-07, which was 1,960 fewer than in 2005-06. The reduction could be due, in part, to a change in service delivery process that meant Legal Aid lawyers no longer handled these requests during business hours. All calls from accused who were detained or arrested were responded to by the Duty Counsel Advice Service.

Legal Aid and the Department have little control over this measure as it depends on the number of requests submitted by accused.

Objective 3 – Respond to the needs of victims throughout the criminal justice process

The Department supports timely and appropriate response to the needs of victims of crime through:

- effectively managing the Victims Fund[4] to maximize funding for programs and services;
- providing basic crisis intervention services in the immediate aftermath of a crime, with a special emphasis on those more vulnerable to victimization (children, victims of violent crime, Aboriginal peoples, and persons with disabilities);
- providing financial compensation and support services to help victims through the criminal justice process;
- helping victims have a greater voice in the criminal justice process; and
- educating the public and justice professionals about the needs of victims and how to respond in a helpful and compassionate manner.

According to a recent client survey in the police-based Victims Services program, the Department has progressed significantly towards achieving this objective. Clients had little to suggest for improving the supports and services they received.

Key Results

- To improve its services and supports for victims of crime, the Department will bring forward changes to *The Victims of Crime Act.* [2006-07 planned result]
  - Victims Services reviewed *The Victims of Crime Regulations, 1997,* consulted with community organizations, and made recommendations for amendments to improve the *Regulations.* In 2006-07, the changes resulting from the amendments to both *The Victims of Crime Act, 1995* and the *Regulations,* which took effect December 1, 2006, were implemented.

[4] *The Victims of Crime Act* provides for the collection of a surcharge on provincial offences and creates a dedicated fund to support programs and services for victims. Revenue from the provincial and federal surcharge collection is referred to as the "Victims Fund" and is the sole source of income for the Victims Services Program, including compensation for victims of crime.

These changes included:

- improving the Victims Compensation Program; and
- adding the *Declaration of Principles Respecting the Treatment of Victims of Crime* to the *Act*, to set out how victims of crime should be treated by all who work within the criminal justice system in Saskatchewan.

- To improve access to services and supports for victims of crime, the Department will expand police-based services. [2006-07 planned result]

  - Victims Services developed new and expanded police-based programs to provide services to a greater number of victims by:

    - working with communities to successfully establish new police-based Victims Services programs and provide start-up funding for Athabasca Regional Victims Services (Stony Rapids and Black Lake) and Sandy Bay Victims Services;
    - working with and providing funding to Northeast Regional Victims Services for expansion of the program to the Greenwater RCMP Detachment, which will be fully operational in 2007-08; and
    - working with Southeast Regional Victims Services to develop a plan for expansion to the areas served by the Weyburn Police Service, Weyburn RCMP, and the Stoughton Police Service with services to begin April 2007.

- To ensure effective, appropriate responses to victims of crime, the Department will work with SIAST to develop a plan for certification of victims services workers. [2006-07 planned result]

  - In partnership with SIAST Wascana Campus, Victims Services developed a 72-hour standardized basic training program for police-based Victims Services co-ordinators, assistant co-ordinators and Aboriginal Resource Officers. A total of 30 staff attended the training program in 2006-07. SIAST standards for certification were considered in developing the program. SIAST is considering it for approval as a certificate program.

- To better meet the needs of victims awarded restitution, the Department will continue to restructure the Restitution Program. [2006-07 planned result]

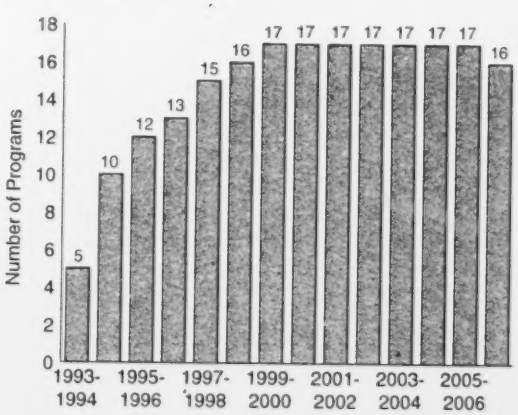
  - The restructured Restitution Program became operational. A policy and procedures manual was developed. The program monitored and helped to enforce court-ordered restitution for adults, advised victims of available civil enforcement measures and the registration process, and conducted training for criminal justice system professionals.

Measurement Results

Access to victims services programs

- Number of police-based Victims Services programs
- Per cent of population with access to police-based Victims Services programs

Expansion of police-affiliated Victims Services programs, 1993-94 to 2006-07



Note: In 2006-07, to provide more effective, efficient service, the La Loche Victims Services Program was combined with the Buffalo Narrows Victims Services Program.

Source: Saskatchewan Justice, Victims Services, 2007

In 2006-07, 16 police-based Victims Services programs were available to 80 per cent of the Saskatchewan population. This is one less program than in 2005-06 because in order to increase efficiency and effectiveness, the program in La Loche became a satellite program operating out of Buffalo Narrows.

The per cent of population with access to the programs has remained constant for seven years due to financial constraints. These programs serve victims of crime directly and should be available to all Saskatchewan people. Communities, especially those with high Aboriginal populations, often request that victims services programs be established in their area.

Funding for these programs comes from the Victims Fund. Expanding the number of police-based Victims Services programs depends on increasing the financial resources available in the Victims Fund.

Effectiveness of victims services programs

- Per cent of respondents who were very or somewhat satisfied with police-affiliated Victims Services

In 2006-07, an ongoing survey of clients of police-based Victims Services programs was implemented. Initial findings show that of those clients who responded, 99 per cent of them were satisfied with the supports and services they received and 99 per cent stated that the supports and services provided met their needs. Because these data are based on a low number of responses, this number should be used with caution.

These results are supported by a more comprehensive provincial client telephone survey concluded in 2003-04 that showed client satisfaction of those responding to the survey at 85 per cent.

These results indicate that police-affiliated Victims Services and Aboriginal Resource Officer programs appear to be providing the services and supports that meet the needs of clients.

Source: Saskatchewan Justice, Policy, Planning and Evaluation, 2007

Objective 4 – Engage communities in crime prevention and responding to offending

The Department supports community-based justice and restorative justice strategies[5]. These programs support a response to crime and conflict developed by the community according to locally identified community needs. The Department is addressing community safety and crime prevention by focusing on the social factors that influence crime and by working with other government departments and community-based organizations to develop community-based approaches to crime prevention.

In 2006-07, significant progress has been made in advancing this objective. As a leader in the field of restorative justice, the Department had contracts with 120 communities to address issues of crime and victimization. Overall, the Department's community-based approach in areas of crime prevention, victimization and offending has proven very successful. The funded projects meet the criteria for continued funding and consistently demonstrate growth in community capacity to respond to crime prevention issues.

Key Results

- To promote community capacity, the Department will provide training for volunteer community boards serving in program areas such as victims services, community justice and police management. [2006-07 planned result]

  - The Department provided training on board development, roles and responsibilities to the board of one funded agency, and provided training on financial accounting processes to the board of a second agency. As well, the

[5] Restorative Justice involves traditional methods of resolving conflict that are used by many cultures, including Canadian Aboriginal peoples. A restorative approach involves victims, offenders, families and community members in responding to crime and conflict.

Department offered Police Management Board training sessions for 18 community tripartite agreements, which involved 134 participants. The Department facilitated provision of training for 91 community justice workers in community-based organizations.

- To support community organizations in crime prevention activities and to promote integration of crime prevention initiatives, the Department will develop and implement a provincial crime prevention strategy and continue to participate in decision-making processes with the National Crime Prevention Centre and its programs. [2006-07 planned result]

  - Work began on developing a provincial crime prevention strategy with partial funding from the National Crime Prevention Centre.
  - In 2006-07, through the Crime Prevention Action Fund of the National Crime Prevention Strategy, communities across Saskatchewan received about $432,000 for community-based projects. The projects covered a wide range of issues, including substance abuse, family and community support and youth empowerment. Since its inception in 1998-99, this fund has provided about $7.3 million to support community projects in Saskatchewan.
  - Since 2000, the National Crime Prevention Centre has also provided over $2.5 million in funding to community projects through its other funds.

- To support northern crime prevention initiatives, the Department will support the development of a Northern Youth Action Plan. [2006-07 planned result]

  - Justice provided funding to New North, the organization commissioned to work on the Northern Youth Strategic Action Plan, to complete the work. The partnering departments continue to work with New North to respond to the report received in November 2006 and develop the next steps for 2007-08.

- To support community capacity building, the Department will work with partners in government and community to develop a provincial crime prevention strategy. [2006-07 planned result]

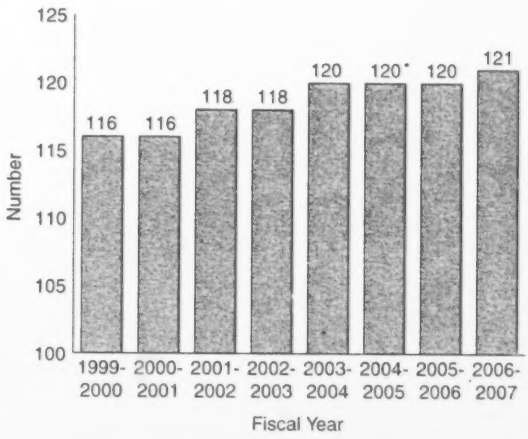
As stated earlier, the Department partnered with the National Crime Prevention Centre to engage an external policy analyst to work with stakeholders to develop a provincial crime prevention strategy.

Measurement Results

Community engagement

- Number of communities engaged in crime prevention activities with Saskatchewan Justice

Communities engaged in crime prevention activities with Saskatchewan Justice, 1999-2000 to 2006-07



Source: Saskatchewan Justice, Community Justice Division, 2007

In 2006-07, the number of communities engaged in crime prevention activities with the Department increased to 121, an increase of one over 2005-06. These programs included community justice, victims services, crime prevention and family violence prevention programs.

Implementation of the community-based model the Department uses to promote community justice takes time. Community readiness is a critical factor because the community has a vital role in developing these programs to support a response to criminal behaviour and victimization that meets locally determined needs. The Department continues to have success with this model.

Goal 2 – Aboriginal Justice: The justice system responds to the needs, values and aspirations of Aboriginal peoples

Objective 1 – Increase the participation of Aboriginal people in the administration of justice

The Department recognizes the need to reform the justice system to better meet the needs of Aboriginal peoples. This includes involving Aboriginal peoples and communities in the administration of justice to ensure programs are culturally relevant and responsive and to build ownership of justice responses to crime and conflict.

With Aboriginal communities and leaders, we seek a justice system that accounts for cultural distinctiveness and actively involves Aboriginal peoples and communities in positive ways. The Department encourages the participation of Aboriginal peoples in the administration of justice through its community-based services delivery approach that suggests Aboriginal peoples are best able to provide services to Aboriginal peoples. In 2006-07, the Department worked in a variety of ways to increase the confidence of Aboriginal peoples in the justice system, including facilitating the response to the report from the Commission on First Nations and Métis Peoples and Justice Reform and continuing support for the Northern Cree Circuit Court.

Over 90 per cent of Saskatchewan's First Nations have contracts with the Department to deliver a variety of justice-related services. They, together with other community-based organizations, deliver programs focusing on crime prevention, community development and public education, support services for victims and offenders and alternative measures. Progress towards this objective is demonstrated through the increase in the percentage of self-declaring Aboriginal employees in the Department and the increased training opportunities offered by the Department to the boards governing the community-based organizations the Department uses to deliver justice services.

Key Results

- To increase Aboriginal involvement and respond to diversity needs in policing, the Department will support hiring 29 new police positions for RCMP and municipal police services, continue to provide training for police management boards and develop provincial strategies to recruit Aboriginal people for police services. [2006-07 planned result]

  - Twenty-nine new police positions were deployed to RCMP and municipal police services.
  - The Department offered Police Management Board training sessions for 18 community tripartite agreements, which involved 134 participants. There is considerable interest by First Nations in filling these roles in their communities. Boards are comprised of First Nations people and reflect the demographics of the community. They work closely with police to establish policing priorities and play a key role in maintaining collaborative relationships within the communities.
  - A community justice committee was established in Sandy Bay.

- To increase Aboriginal involvement and ownership of justice responses, the Department will involve more Aboriginal people and their community structures in program design and delivery (e.g., police management boards, community justice committees and lay coroners). [2006-07 planned result]

  - The establishment of police management boards and the provision of related training continued in First Nations communities. As well, two additional community justice committees were formed in 2006-07 and several existing community justice programs were expanded.

- To increase Aboriginal involvement in developing justice responses, the Department will support the Federation of Saskatchewan Indian Nations (FSIN) and Métis Family and Community Justice Services Inc. (MFCJS) in implementing their activities in response to recommendations by the Commission on First Nations and Métis Peoples and Justice Reform. [2006-07 planned result]

- To support the ongoing work of the FSIN and MFCJS in implementing their activities to respond to recommendations by the Commission on First Nations and Métis Peoples and Justice Reform, the Department provided funding to enable community consultations and participation at the Implementation Table.
- Community Justice programs were expanded in the Battlefords Tribal Council, Cowessess First Nation, File Hills Tribal Council, Saskatoon Tribal Council and Touchwood Agency Tribal Council. This was consistent with the FSIN recommendation that a community justice worker be available in each community. MFCJS undertook community consultations to determine the specific justice program needs in several communities.

- To increase Aboriginal involvement in developing justice responses, the Department will continue to seek advice from the Traditional Elders Ministerial Advisory Committee. [2006-07 planned result]

  - The Traditional Elders Ministerial Advisory Committee provided advice to the Department with respect to recent legislative initiatives, the design of the coroners program, jury reform and youth initiatives.

- To increase Aboriginal participation in the administration of justice, the Department will continue to support employment diversity policies and actively recruit Aboriginal employees. [2006-07 planned result]

  - The Justice 2006-07 Diverse Workplace Strategy continues to focus on recruitment and retention of equity groups. The Department was represented at career fairs across the province, reaching approximately 4,000 students. The Department is represented by equity group employees in equity group organizations, including annual conferences. Diversity competencies are included in staffing management positions to create workplaces that respect and champion diversity. Additional opportunities for equity group recruitment and retention include student and practicum programs. The Department maintains close ties with the University of Saskatchewan law school and Native Law Centre. The Department continues to advertise employment opportunities in equity group newspapers and e-mail networks.

- To improve departmental understanding of Aboriginal culture, the Department will support programs to increase cultural awareness for Department and justice system employees. [2006-07 planned result]

  - The Department continued to deliver the Aboriginal Issues Workshop in Regina and Prince Albert. This two-day workshop was attended by approximately 85 employees in 2006-07.

- To build positive inter-community race relations, the Department will work with other departments and the Saskatchewan Human Rights Commission to develop a provincial strategy to address racism. [2006-07 planned result]

  - In collaboration with other departments and agencies, the Department of Justice prepared a draft provincial anti-racism strategy. It was the focus of internal consultations with departments and Crown corporations during winter 2007.

Measurement Results

Employment diversity

- Per cent of Justice employees who self-identify as Aboriginal

In 2006-07, 10.7 per cent of Justice employees self-declared as Aboriginal through the staffing process or upon recruitment. In 2005-06, 9.5 per cent self-declared as Aboriginal and in 2004-05, 7.7 percent self-declared as Aboriginal. The per cent of Aboriginal employees who self-declare has been consistently increasing since 2002-03, when the baseline of 4.5 per cent was established.

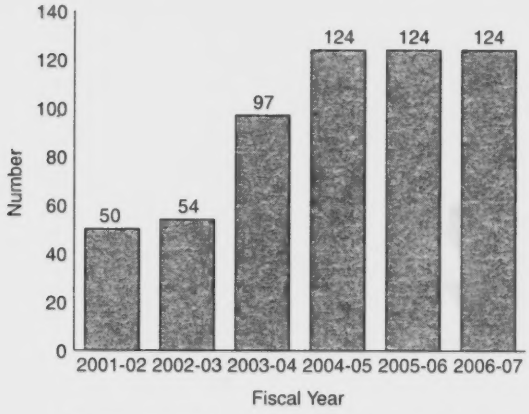
Although Justice continues to attempt to recruit Aboriginal candidates for its positions, it can be difficult to find Aboriginal people with appropriate knowledge and skills to fill the positions. Some areas of Justice are more successful than others at recruiting Aboriginal candidates. For example, the Community Justice Division has the highest per cent of self-identifying Aboriginal employees and holds contracts with over 90 Aboriginal organizations to deliver services (e.g., crime prevention, alternative measures, courtworker, victims services and family violence prevention). The majority of these programs employ Aboriginal service providers.

Source: Saskatchewan Justice, Human Resources Branch, 2007

Participation in community justice program delivery

- Number of people working in Justice-funded community justice programs delivered by Aboriginal organizations

Number of people working in Justice-funded community justice programs delivered by Aboriginal organizations, 2001-02 to 2006-07



Source: Saskatchewan Justice, Community Justice Division, 2007

One hundred and twenty-four people continued to be employed in Justice-funded community justice programs delivered by Aboriginal organizations in 2006-07. Although the results for this measure did not increase over 2005-06, this was an increase of 27 over 2003-04 and an increase of 74 since 2001-02.

Justice uses a community-based approach towards its programming in the Aboriginal community, including community justice programs, the Saskatchewan Aboriginal Courtworker program, First Nations Policing, Aboriginal Resource Officer program, Aboriginal Family Violence program and Urban Aboriginal Crime Prevention programs. The people working in these programs are not employees of the Department, but work in Justice-funded programs. The Department places great emphasis on the need for Aboriginal organizations to employ Aboriginal people to deliver services. People with First Nations and Métis cultural backgrounds tell us that they have more confidence in programs delivered by Aboriginal service deliverers and organizations because those programs allow for cultural distinctiveness and provide positive role models.

Objective 2 – Partner with Aboriginal people to reform the justice system and to build capacity to deal with criminal justice issues and the causes of crime

The Department, together with First Nations and Métis communities and leaders, seeks a justice system that values cultural distinctiveness and actively involves First Nations and Métis peoples and communities in positive ways. The Department recognizes the need to reform the justice system to better meet the needs of First Nations and Métis peoples and has initiated changes, such as establishing a new public police complaints process and increasing translation services in provincial courts.

In partnership with First Nations bands and tribal councils and Métis organizations, the Department delivers community justice initiatives, such as crime prevention, support services for victims and offenders, alternative measures, community development and public education. In 2006-07, almost all First Nations delivered some or all of these services to their communities.

Progress towards this objective may be hampered by risk factors, such as community readiness and trust and confidence in the justice system. In the community development process used by the Department, community readiness is a significant factor out of the control of the Department. However, the Department believes it is making progress in this area, as evidenced by departmental success in implementing programs that respond to the Final Report of the Commission on First Nations and Métis Peoples and Justice Reform.

Key Results

- To promote Aboriginal confidence in the criminal justice system, the Department will continue to respond to the Final Report of the Commission on First Nations and Métis Peoples and Justice Reform and to the Stonechild Inquiry report. [2006-07 planned result]

  - The Departments of Justice and Corrections and Public Safety continue to chair an interdepartmental committee that monitors progress in implementing the government's response to the Final Report of the Commission on First Nations and Métis Peoples and Justice Reform. In 2006-07, Government committed over $30 million for departmental responses to the report, including over $8 million for Justice.

- To promote Aboriginal confidence in the criminal justice system, the Department will implement the new public police complaints process through proclamation of *The Police Amendment Act, 2005*. [2006-07 planned result]

  - *The Police Amendment Act, 2005* created the Police Complaints Commission, which was implemented January 1, 2006. The Police Complaints Commission has the authority to determine the way in which all public complaints about municipal police services will be investigated. Both the Commission and its investigators have representatives from the Aboriginal community.

- To improve police response to northern community needs, the Department will implement the results of the review of the northern policing framework agreement. [2006-07 planned result]

  - Progress in this key action has been delayed because of a number of factors outside the control of the Department, such as vacant RCMP positions in the North.

- To improve relationships between the Aboriginal community and the courts, the Department will take steps to incorporate Aboriginal language and cultural needs, through:

  * increased court locations on reserve;
  * increased translation services;
  * expanded Aboriginal court concept; and
  * use of Aboriginal Justices of the Peace in Northern Saskatchewan.

  [2006-07 planned result]

  - The Department expanded court sittings to include English River First Nation, Buffalo River First Nation and Canoe Narrows, as part of the implementation of the Aboriginal Court Party. Full-time translation services are available in the Dene and Cree languages. In addition, a Cree-speaking Justice of the Peace is available in the Canoe River circuit point.

- To improve Aboriginal involvement in promoting safe communities, the Department will increase the number of First Nations tripartite policing agreements. [2006-07 planned result]

  - The Department continues to work with our federal partners to advance Community Tripartite Agreements within First Nations communities. Over the past year and a half, the number of RCMP officers dedicated to providing on-reserve policing to First Nations has increased by just over 30 positions. There are now 132 positions dedicated exclusively to policing under the Community Tripartite Agreements.

- To assess the impact of the Aboriginal Justice Strategy, the Department will review and revise the Aboriginal Justice evaluation framework, with specific attention to expanding evaluation of the effectiveness of community justice programming. [2006-07 planned result]

  - In 2006-07, the Department received reports on the evaluations of the Prince Albert Urban Alternative Measures Program and the Justice Aboriginal Family Violence Strategy. As well, data reports were received from the two existing domestic violence courts and an evaluation plan was developed for these initiatives. Evaluations of the Northern Cree Circuit Court and the Regina Drug Treatment Court were initiated.

Measurement Results

Partnerships with Aboriginal communities

- Per cent of on-reserve First Nations people served by Community Tripartite Agreements

Seventy-eight per cent of on-reserve First Nations peoples are served by Community Tripartite Agreements. This was an increase from 75 per cent of the population in 2004-05, but has not increased over 2006-07. Negotiating these Agreements takes time and requires collaboration among several sectors.

Community Tripartite Agreements (CTAs) involve First Nations people in decisions about policing activity in their communities. Justice works with the federal government, First Nations governments, police agencies and First Nations people to partner with and build capacity in First Nations communities. Success in this performance measure requires that Saskatchewan Justice, Public Safety and Emergency Preparedness Canada, FSIN, police and First Nations work together.

Source: Saskatchewan Justice, Law Enforcement Services, 2007

Objective 3 – Address the over-representation of Aboriginal people as offenders and victims through a balanced approach that respects the needs of victims, offenders and communities[6]

Aboriginal peoples experience dramatically higher levels of offending, victimization and incarceration than non-Aboriginal peoples. They represent 13.5 per cent of the provincial population and 9.5 per cent of the adult population 18 years of age and older, yet account for about 40 per cent of those accused of crime and a similar proportion of those victimized by crime. This over-representation is due to many factors, including lower educational achievement, unemployment, poverty and high rates of substance abuse, family violence and family and community dysfunction.

While the justice system and Aboriginal peoples are working together to improve the justice system response to the needs, values and aspirations of Aboriginal peoples, all sectors of society must work to achieve healthier communities and reduce crime and victimization in Aboriginal communities.

Progress towards this objective may be hampered by a wide variety of risk factors. For example, the Department has little control over the participation of other departments and community-based agencies in therapeutic initiatives that require a comprehensive approach. The Department believes it is making progress in this area, as evidenced by the successful development of community justice committees and therapeutic courts.

Key Results

- To promote community engagement in reducing Aboriginal offending and victimization, the Department will expand the work of community justice committees and programs. [2006-07 planned result]

[6] Many of the key actions listed in **Goal 1 – Safe Communities**, as well as the ongoing activities of the Department (e.g., Aboriginal Courtworker program and Aboriginal Resource Officer program), also apply to this objective. Targeted approaches to deal with offending and victimization serve the Aboriginal population to a great extent because of their over-representation in these populations.

- The Department worked with existing community justice programs to enhance their programs. Community justice committees were also created in Torch River (Smeaton and Candle Lake detachment areas) and Meadow Lake. Pilot projects were initiated in Regina and Saskatoon to deal with more serious cases using a restorative justice approach.

- To demonstrate a therapeutic/integrated community-based response to incidences of family/interpersonal violence, the Department will work with specific communities and other departments and agencies to support:
  - prevention;
  - community capacity building;
  - community counselling;
  - therapeutic courts; and
  - community safety planning.

  [2006-07 planned result]

  - Ongoing departmental collaboration helps ensure effective, efficient processes in the two existing domestic violence courts. The Department of Justice provided funding for an additional worker to provide services and supports to victims in the Saskatoon Domestic Violence Court. Between September 2005 and December 2006, the Court served 734 accused and 724 victims. Between April 2003 and September 30, 2006, the Battlefords Domestic Violence Treatment Options Court served 321 offenders.
  - Monitoring and evaluation plans were implemented in both courts. Data reports are available for both courts, with evaluation reports anticipated in 2007-08.
  - In addition, community and government worked together in developing and implementing a domestic violence court in Regina. Progress in this planning process is as expected.

- To respond to interpersonal violence and abuse levels in northern Saskatchewan, the Department will work with one community to develop appropriate responses to issues such as interpersonal violence and abuse in the North. [2006-07 planned result]

  - Although work is proceeding more slowly than anticipated, progress is being made on this key action.

- To increase supports for Aboriginal victims of crime, the Department will fully implement the Victim/Witness program in the North. [2006-07 planned result]

  - The Department, through Victims Services, completed full implementation of the newly established Victim/Witness program for the North, located in La Ronge. It initially opened in late 2005-06.

- To reduce re-offending and the use of drugs or other substances by offenders, the Department will work with Corrections and Public Safety, Health and other partners to implement a therapeutic court model in Regina. [2006-07 planned result]

  - The Regina Drug Treatment Court held its first sitting in October 2006. Since that time, 44 referrals have been made to the program by the Crown prosecutor with 15 offenders participating in the program as of March 31, 2007. An evaluation plan was designed for implementation over the next two years.

- To support analysis of the scope and causes of Aboriginal offending and victimization, the Department will work provincially and nationally to ensure that accurate and appropriate data collection processes are in place. [2006-07 planned result]

  - Plans to develop and implement a pilot study with the Canadian Centre for Justice Statistics regarding police-reported Aboriginal data collection were postponed until 2007-08.

- To address interpersonal violence and abuse, the Department will develop a response to the evaluation of the Aboriginal family violence initiatives completed in 2005-06. [2006-07 planned result]

  - The Department initiated an internal consultation process to discuss the report received in November 2006. In addition, meetings were held with programs and sponsoring agencies involved in the Aboriginal family violence initiatives. Information from these consultations will be used to make changes to improve the initiative in the future.

Measurement Results

Expansion of use of therapeutic justice system responses

- Number of therapeutic courts

In 2006-07, three therapeutic courts were operating in Saskatchewan: two domestic violence courts and one drug treatment court. This was a new measure for this fiscal year.

For several years, the Department has partnered with community-based agencies to deliver programs using a restorative approach (e.g., alternative measures, community justice, sentencing circles, holistic healing circles). It is now using a community development model to develop therapeutic responses to issues of interpersonal violence and abuse and drug abuse.

This measure is developmental in nature and only focuses on one aspect of the objective. Justice intends to develop more effective measures for this objective as issues such as data collection according to ethnicity are resolved.

Goal 3 – Civil and Family Justice: Conflicts are resolved in constructive and timely ways, and the justice system responds to the needs of vulnerable people and those involved in family disputes

Objective 1 – Improve access to effective dispute resolution processes

The Department provides dispute resolution mechanisms that resolve civil matters in constructive and appropriate ways. A key element of conflict resolution is the meaningful engagement of interested parties. This means making dispute resolution mechanisms available that are not alienating and mystifying and ensuring that the values and interests of both parties are fully understood and fairly considered.

The Department is satisfied that the measures track progress towards the objective's outcome of improved access to effective dispute resolution processes. The measures provide information about access to and the effectiveness of civil dispute resolution processes.

The Department continues to make progress in this area through expansion of its mandatory civil mediation program. The consistent results of the performance measure demonstrate the positive impact of the program.

Key Results

- To improve access to effective dispute resolution processes, the Department will expand the mandatory civil mediation program to additional judicial centres. [2006-07 planned result]

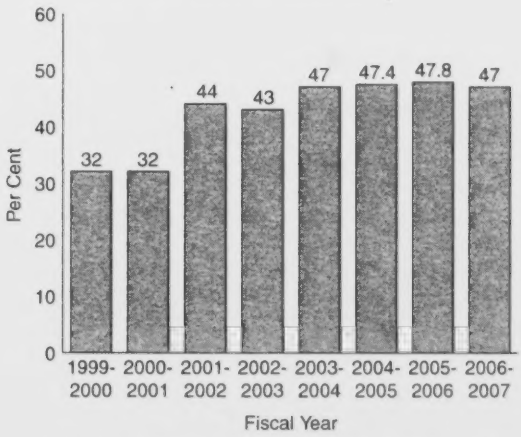
  - The mandatory civil mediation program was expanded to the Yorkton Judicial Centre in March 2007.

Measurement Results

Effectiveness of civil dispute resolution processes

- Per cent of civil cases resolved following mandatory civil mediation

Civil cases resolved following mandatory mediation, 1999-2000 to 2006-07



Source: Saskatchewan Justice, Dispute Resolution Office, 2007

At 47 per cent, the 2006-07 results for this measure were 0.8 per cent lower than 2005-06 results. The results have consistently been at the 47 per cent level for the past four years. This is an increase of 15 per cent over the 32 per cent baseline established in 1999-2000.

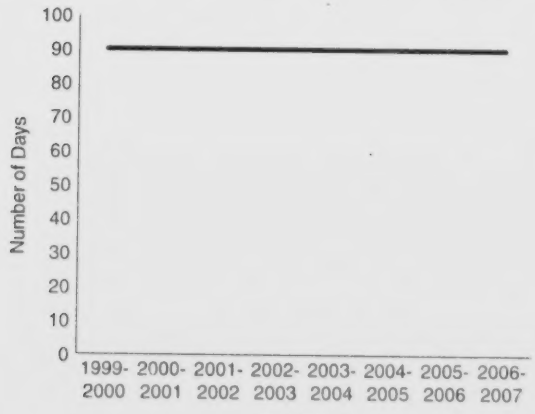
These measures depend on such factors as the timing of mediation and the skill of the mediator involved. As well, there are a number of variables outside of the Department's control that affect case resolution, such as the type of dispute in the case, the length of time the dispute has existed, the willingness of the parties to participate in the mediation process and the effectiveness of the lawyers representing the parties.

The consistency in the level of civil cases resolved following mandatory civil mediation is attributable to the ongoing proactive case work carried out by the Dispute Resolution Office mediation staff, together with legal counsel for the parties.

Access to civil dispute resolution processes

- Average length of time from pretrial to next available trial date for civil proceedings in Queen's Bench Court

Average length of time from pretrial to next available trial date for civil proceedings in Court of Queen's Bench, 1999-2000 to 2006-07



Source: Saskatchewan Justice, Courts Services, 2007

The 90-day average time period between pretrial and the next available trial date for civil proceedings in Court of Queen's Bench continues to be maintained in 2006-07. This time period is considered appropriate by all stakeholders. Occasionally, a court date may be available sooner than 90 days; however, the parties may choose to use the 90-day time period to reflect on the issues and, on occasion, work towards a resolution of the problem prior to trial.

Timeliness of the court process is critical in improving access to courts for the public and improving the effectiveness of the court in serving the public.

Objective 2 – Support the resilience of children and families involved in family disputes

In order to assist children and families dealing with the difficulties of family breakdown and separation, the Department provides family justice services that include: assistance in the enforcement of maintenance payments; provision of legal aid in family law matters to low-income persons; parent education programs and children's education for separating or divorcing families; programs for victims of family violence; custody and access assessments; and supervised access and exchange. These supports will help people involved in family disputes deal with difficulties in the healthiest way possible.

The measures under this objective are based on existing data sources, and are useful measures of our support for family resiliency. It has proven difficult to formulate outcome measures for this objective, given the data that are available. Evaluations of programs, such as the parent education program on separation and divorce, may serve as the basis for better measuring this objective. As we develop programs, such as child education on separation and divorce, we will assess our ability to collect data to support additional measures in these areas as well.

The Department continues to progress towards the achievement of this objective. It continues to have one of the highest collection rates for enforcement orders and agreements registered with its Maintenance Enforcement Office.

Key Results

- To improve the effectiveness of support services, the Department will simplify self-help variation kits and expand the services provided by the Family Law Information Centre. [2006-07 planned result]

  - Five self-help variation kits have been developed or revised and are available to the public on family law issues, such as child support and access to children involved in family disputes.
  - The Family Law Information Centre located in Regina is available across the province through its toll-free line. Staff will also meet with people involved in family disputes at other locations in the province when required.

- To support the implementation of the recommendations of the Commission on First Nations and Métis Peoples and Justice Reform, the Department will continue to consult with the Aboriginal community concerning their needs and expectations in the area of family law and family justice services, and will increase access to parent education materials for northern and Aboriginal peoples. [2006-07 planned result]

  - The Department contracted and worked with an Aboriginal research team to produce a report on Separation, Divorce and Family Violence in Aboriginal Communities, completed in March 2006. The Department distributed and led discussions on the report with Access to Justice committees.
  - As well, the Department distributed the "Kids in the Middle" CD to 70 First Nations in Saskatchewan and provided presentations on the CD to eight First Nations. As of December 31, 2006, Justice had distributed 283 CDs.
  - In addition to its regular parent education program, Justice offered facilitator training for high-conflict parent education sessions, as well as a children's education session in Meadow Lake.

- To support the resilience of children and families, the Department will continue to work provincially and nationally to improve family law/justice services to support children and families. [2006-07 planned result]

  - In December 2006, the Department began chairing an Access to Justice Committee with participation from judiciary, legal aid, private bar, justice services, and Community Resources. The mandate of the Committee is to review access to justice issues related to family and youth. Justice continued its participation in national and provincial forums dealing with family law issues.

- To support families in the resolution of disputes, the Department will continue to work with the legal community and community-based organizations to identify gaps in services, improve referrals among agencies and promote mediation and other collaborative problem-solving processes. [2006-07 planned result]

  - The Dispute Resolution Office worked with the legal community and community-based organizations to promote collaborative problem-solving processes through the following:

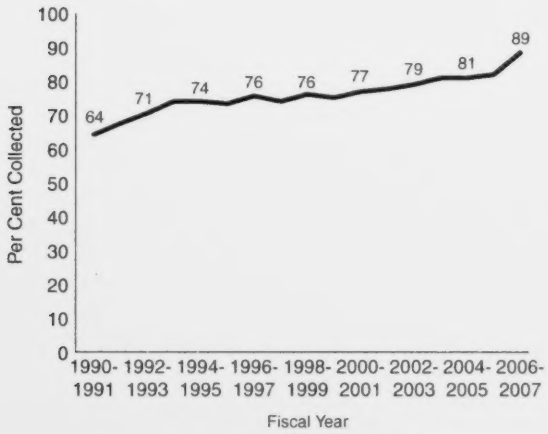
    - implemented a pilot project in the Saskatoon Judicial Centre to provide low-income parents who are separated, divorced or living apart with assistance in resolving access issues and developing appropriate co-parenting arrangements using collaborative problem-solving processes;
    - participated in the Canadian Bar Association (Saskatchewan Branch) Family Law Section meetings throughout the year and met with representatives of the Family Law Division of the Court of Queen's Bench in September and October 2006 to discuss family mediation services;
    - sponsored a programs and services forum for Regina family service agencies in October 2006 and participated in Regina Inter-Agency Committee meetings throughout the year to discuss family services, programming development and referral opportunities; and
    - continued to provide training opportunities to community agencies to assist in promoting mediation and building dispute resolution capacity in the community.

Measurement Results

Effectiveness of programs supporting resiliency of children and families

- Per cent collected of maintenance enforcement orders and agreements referred to the Maintenance Enforcement Office (MEO)

Collection rates of maintenance enforcement orders and agreements referred to the MEO, 1999-2000 to 2006-07



Source: Saskatchewan Justice, Maintenance Enforcement Office, 2007

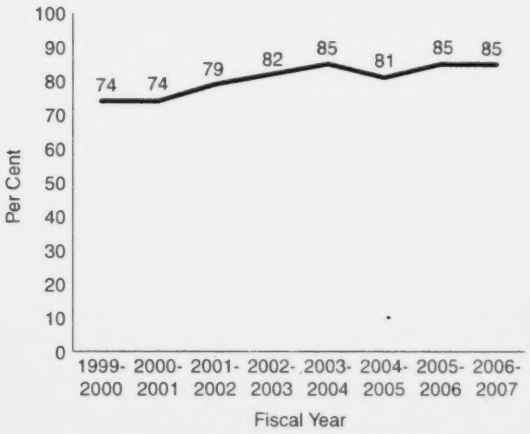
The Saskatchewan Justice Maintenance Enforcement Office collected 88.5 per cent of the maintenance and enforcement orders and agreements referred to the Office in 2006-07. This is an increase of 6.5 per cent over 2005-06 and continues to be one of the highest collection rates in Canada. This amounted to $32.5 million for custodial parents in 2006-07, an increase of $0.5 million from 2005-06.

The Office collects money for almost 10,000 custodial parents. The receipt of maintenance income translates into support for the health and well-being of families affected by divorce and separation. As the amount collected is influenced by the ability of respondents to pay, the 2006-07 increase could be due to increased employment of Saskatchewan people.

Effectiveness of programs supporting resiliency of children and families

- Per cent of cases resolved following custody and access assessment

Cases resolved following custody and access assessment, 1999-2000 to 2006-07



Source: Saskatchewan Justice, Maintenance Enforcement Office, 2007

In 2006-07, the percentage of cases resolved following custody and access assessments maintained its 2005-06 results at 85 per cent, maintaining the increase over 81 per cent in 2004-05.

Justice promotes resilient children and families through custody and access assessments that are conducted prior to the issue going to court. The resolution of custody and access issues without having to go back to court reduces costs for the parties involved and the court system, and promotes the health and well-being of children and their families.

This performance measure may be affected by changes to factors outside of the control of the Department, such as case difficulty or the time it takes to resolve cases.

Objective 3 – Protect children and adults who need assistance to manage their affairs

The Office of the Public Guardian and Trustee protects persons in vulnerable circumstances. This includes protecting the interests of children under 18 years of age, administering the estates of persons who are incapable of managing their own affairs, and administering the estates of deceased persons. When the Office of the Public Guardian and Trustee becomes involved in the administration of the financial affairs of a person or an estate, it conducts an investigation, determines assets, collects assets, pays debts, pays monthly support, pays other expenses and distributes assets.

The existing measure relates to the efficiency of our management of the affairs of children and adults. It is an adequate measure for one element of this objective. The Department has not, however, developed a measure that tracks protection of children and adults. The Department may attempt to do so, but is limited by the data that are available within existing resources. As the Department moves forward with initiatives such as the investigation of financial abuse and personal guardianship of vulnerable people, we will analyze the potential for measures in these areas.

In 2006-07, the Office of the Public Guardian and Trustee continued to work to protect people needing assistance to manage their affairs. However, due to financial constraints, it was unable to complete the implementation of the section of *The Public Trustee Amendment Act, 2001* dealing with personal guardianship.

Key Results

- To protect the rights of people in vulnerable circumstances, the Department will explore the feasibility of implementing the sections of *The Public Trustee Amendment Act, 2001* relating to the Public Guardian and Trustee as personal guardian for those who do not have a family member ready or willing to act in that capacity. [2006-07 planned result]

  - The implementation of the sections of *The Public Trustee Amendment Act, 2001* relating to personal guardianship continues to be explored. The Department will implement these sections when resources are available to provide the service.

Measurement Results

Quality of return rate on investments

- Per cent difference between the four-year average rate of return on client assets invested by the Office of Public Guardian and Trustee and the benchmark identified in the Investment Policy[7]

The actual four-year average rate of return was 0.5 per cent over the benchmark set by the Office of Public Guardian and Trustee in 2006-07, similar to the result for 2005-06 (0.5 per cent) and 2004-05 (0.4 per cent). The small variance between expected and actual results demonstrates the reliability of the process used to set the benchmark each year.

One of the primary functions of the Office of Public Guardian and Trustee is to invest the assets it holds in trust for its clients. The main objective is to meet or outperform a benchmark portfolio constructed from rates of return on a variety of indexes[8]. Although the Office of the Public Guardian and Trustee has a comprehensive investment policy that it uses to select and guide the investment firm, market fluctuations have a significant impact on this performance measure.

[7] The goal is to meet or exceed the benchmark established in the investment policy. The benchmark is derived from a series of market indicators for investment returns. It is usually a positive number. This performance measure strives to meet the benchmark, which is, in effect, a very positive result.

[8] This includes the Toronto Stock Exchange 300 (capped 10 per cent), Index (as measured by CPMS), the Standard & Poor's 500 Index (in Canadian dollars), the Morgan Stanley Capital International Europe, Australia, Far East (EAFE) Index (in Canadian dollars), the Scotia Capital Universe Bond Index and 91-day Canada Treasury Bills.

Goal 4 – Marketplace Relations: A fair, efficient and effective marketplace

Objective 1 – Safeguard consumer and public interests and support economic well-being through responsive marketplace regulation

The marketplace is dynamic. Technological innovation is changing the nature of economic activity. Consumers are buying goods and services in forms and in ways not contemplated a decade ago, and businesses are evolving.

In addition, succeeding in global markets increasingly requires governments to take into account what is happening in other jurisdictions and the impact of regulation on the ability of local firms and workers to compete. To remain effective, regulators must be able to adapt, and regulations and regulatory structures and processes must be reviewed on an ongoing basis to ensure they promote economic and social well-being. Care must be taken to ensure that regulatory structures and processes do not impose unnecessary costs on business or government.

The key results and performance measures demonstrate that the Department continues to take steps to safeguard consumer and public interests and to support economic well-being. While significant progress has been made in advancing this objective, new marketplace issues will continue to emerge and require departmental attention.

Key Results

- To support an improved environment for business and consumers, the Department will participate in a national commercial law reform initiative. [2006-07 planned result]

  - The Department continued to participate in the national commercial law reform initiative.

- To support the Council of Ministers on Securities Regulation, the Department, together with the Saskatchewan Financial Services Commission (SFSC), will support provincial/territorial initiatives to develop harmonized and simplified securities laws and review fees charged by securities regulators under the passport system. [2006-07 planned result]

  - The passport system enables a market participant to gain access to the capital markets in participating jurisdictions by dealing with one regulator and complying with the laws and rules of one jurisdiction.
  - During 2006-07, the Department continued to participate in the inter-provincial passport initiative. Legislative changes were made by jurisdictions which enable Canadian Securities Administrators (CSA) to proceed with rule-making processes, culminating with the planned implementation of phase 2 of the passport system in early 2008. The fee review has been deferred until later in 2007-08.

- To enhance confidence in investing in income trusts, the Department will propose legislation to limit the liability of income trust unit holders. [2006-07 planned result]

  - *The Income Trust Liability Act* came into force on May 19, 2006.

- To improve the corporate governance of non-profit corporations by its directors and officers, the Department will work with the Premier's Voluntary Sector Initiative to develop improved awareness and training programs. [2006-07 planned result]

  - In co-operation with the Premier's Voluntary Sector Initiative (PVSI), Corporations Branch has developed a 10-chapter tutorial for volunteers of non-profit corporations, covering topics ranging from roles and responsibilities of directors to financial management and reporting. A demonstration of Chapter One (Roles and Responsibilities of Directors), Two (Role of Officers) and Six (Bylaws), was launched at the PVSI's second annual forum in October 2006. The remaining chapters are expected to be ready for on-line launch in advance of the PVSI's next forum in fall 2007.

- To ensure continued relevance to the circumstances of consumers, industry and government, the Department will continue its review of consumer protection legislation and delivery strategies. [2006-07 planned result]

  - The review is progressing as anticipated.

- To assist consumers in making informed decisions when purchasing and renting video and computer games, the Department will propose legislation requiring all games to be classified and establishing penalties for retailers who rent or sell age-inappropriate material to children. [2006-07 planned result]

  - Amendments to *The Film and Video Classification Act* were passed. Consultations were undertaken with respect to the supporting regulations.

- To enhance consumer protection, the Department will propose new rules for the following types of consumer contracts: future performance contracts, personal development services contracts, travel club contracts and remote contracts. [2006-07 planned result]

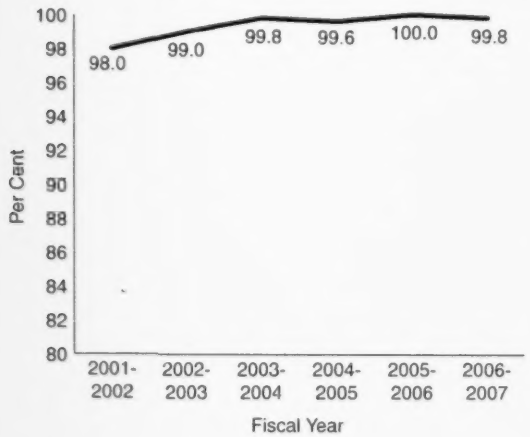
  - Amendments to *The Consumer Protection Act* were passed. Consultations were undertaken with respect to the supporting regulations.

Measurement Results

Efficiency of response

- Per cent of telephone inquiries from consumers responded to within one business day

Telephone inquiries from consumers responded to within one business day, 2001-02 to 2006-07



Source: Saskatchewan Justice, Consumer Protection Branch database, 2007

The Consumer Protection Branch continues to respond in a timely manner to the questions and concerns of consumers received by telephone. The Branch responded to 99.8 per cent of the telephone inquiries from consumers within one business day. It continues to maintain the high standard set in previous years. In 2006-07, the Branch responded to 7,327 consumer phone inquiries.

The Department uses this result as a monitoring tool to ensure that it is meeting the needs and expectations of consumers.

Efficiency of response

- Per cent of incorporations, registrations and fundamental changes of all types processed within five business days

In the 2006-07 fiscal year, the Corporations Branch responded to approximately nine per cent of incorporations, registrations and fundamental changes of all types, within five business days.

This measure has decreased over the results in the 2005-06 fiscal year (33 per cent), in part due to disruptions related to an office move that resulted in complete downtime of two to four days, as well as staffing turnover in the examination unit. Typically, days lost due to office downtime have an exponential impact on this performance measure.

The Department uses this measure to assist in assessing the extent to which it is meeting its client needs and expectations.

Source: Saskatchewan Justice, Corporations Branch database, 2007

Goal 5 – Legal Services: Programs and policies of Government are supported by appropriate legal services

Objective 1 – Provide quality legal services to government that are consistent, coherent, and cost-effective

The Department is committed in all of its operations to the rule of law[9]. It carries out the traditional role of the Attorney General in maintaining the rule of law and seeing that the administration of public affairs is in accordance with the law.

One important aspect of this role is the provision of legal and policy advice and services to Government. The Department's Dispute Resolution Office also provides government departments and agencies with advice on dispute resolution processes and assistance in resolving public sector disputes.

A relatively small proportion of the staff and resources of the Department are devoted to providing these legal, policy and dispute resolution services. However, the proper discharge of these functions is critical to the effective functioning of the justice system and to ensuring that public affairs are conducted according to the law.

The Department of Justice continues to provide quality legal and policy advice to Government and effective assistance in resolving conflict through legal and other dispute resolution means. Performance measures for this objective have been identified in the Justice 2006-07 Performance Plan and will be reported in the 2006-07 Annual Report.

Key Results

- To ensure we are meeting our clients' needs, the Department will monitor standards for timeliness in responding to client requests for legal services. [2006-07 planned result]
  - The Department continues to monitor the standard of timeliness for responding to requests for legal services that was established for the 2005-06 fiscal year.
- To ensure lawyers continue to develop and improve their skills in delivering quality legal services, the Department will monitor standards for continuing legal education. [2006-07 planned result]
  - The standard for continuing legal education (an average of 20 hours per lawyer per year) was met or exceeded in both civil legal divisions.
- To assist clients in identifying, avoiding and resolving legal problems, the Department will implement its plan to enhance the delivery of client education opportunities. [2006-07 planned result]
  - Lawyers continued to respond to client requests to provide client education. Several new client education initiatives were introduced in 2006-07.
- To support government's commitment to access to records and privacy protection, the Department will continue development of its new Access and Privacy Branch, including providing increased training opportunities and making additional access and privacy tools available to government bodies. [2006-07 planned result]

[9] The rule of law means that the Government and all citizens are subject to the law and must operate according to its terms.

- The Access and Privacy Branch, established in 2005, continued development of its program of support to government and local authorities regarding access to records and protection of privacy. Specific achievements in 2006-07 included:

  - providing ongoing advice to, and working with, privacy and access officers in individual government departments and agencies;
  - continuing development of access and privacy tools, including: access management procedures, policy review checklists and privacy checklists;
  - beginning preparation of a User's Manual to *The Freedom of Information and Protection of Privacy Act;*
  - the Department worked with the Saskatchewan Archives Board to develop a new privacy filter for retention schedules and worked with the Information Technology Office (ITO) to develop a new Government of Saskatchewan Internet Privacy Statement for use by government bodies;
  - holding regular meetings of a government Access and Privacy Forum with information-sharing and workshops for access and privacy co-ordinators in the provincial government; and
  - in support of education and training, released an access and privacy training strategy, delivered a series of workshops and education sessions throughout Government, launched an on-line access and privacy training course for executive government, and developed an on-line access and privacy training course for local authorities to be launched in 2007-08.

Measurement Results

Timeliness

- Per cent of requests for legal services responded to within the timelines agreed to by clients

Quality of legal services

- Average number of hours of continuing legal education per lawyer annually

Client education

- Number of hours of client education provided annually

Although three performance measures were identified to track this objective, data collection processes were not implemented in 2006-07. The intention is to establish these processes in 2007-08 to enable reporting on these measures in the 2007-08 annual report.

2006-07 Financial Results – Expenditures

The following table outlines information on actual and budgeted expenditures by sub-vote and sub-program. Explanations are provided for all variances > $100,000.

Sub-vote Name	Sub-Program Name	2006-07 Estimate	2006-07 Actual	Variance	Notes
		(thousands of dollars)			
Central Management and Services	Executive Management	$ 733	$ 872	$ 139	1
	Central Services	5,513	6,238	725	2
	Accommodation Services	17,990	16,368	(1,622)	3
Total Central Management and Services		**$ 24,236**	**$ 23,478**	**$ (758)**	
Courts and Civil Justice	Courts	$ 23,296	$ 25,659	$ 2,363	4
	Dispute Resolution	1,523	1,404	(119)	5
	Family Justice Services	3,144	3,085	(59)	
	Public Guardian and Trustee	2,116	2,165	49	
	Salaries Provincial Court Judges	10,462	10,702	240	6
Total Courts and Civil Justice		**$ 40,541**	**$ 43,015**	**$ 2,474**	
Legal and Policy Services	Civil Law	$ 3,038	$ 2,958	$ (80)	
	Communications	407	387	(20)	
	Policy Planning and Evaluation	1,066	1,024	(42)	
	Public Law	2,878	2,871	(7)	
	Public Prosecutions	13,396	13,805	409	7
	Access and Privacy	310	242	(68)	
	Queen's Printer – Net Financing Requirement	19	(55)	(74)	
	Queen's Printer – Subsidy	159	159	–	
Total Legal and Policy Services		**$ 21,273**	**$ 21,391**	**$ 118**	
Community Justice	Community Services	$ 6,144	$ 5,959	$ (185)	8
	Coroners	1,957	1,472	(485)	9
	Police Programs	5,835	5,885	50	
	Law Enforcement Services	1,710	1,922	212	10
	Police Commission	890	1,042	152	11
	Public Complaints Commission	594	607	13	
	RCMP – Grants	103,109	103,945	836	12
Total Community Justice		**$ 120,239**	**$ 120,832**	**$ 593**	
Marketplace Regulation	Consumer Protection	$ 788	$ 842	$ 54	
	Corporations	1,772	1,750	(22)	
	Saskatchewan Financial Services Commission	2,429	2,269	(160)	13
	Land Titles Assurance Claims	25	22	(3)	
Total Marketplace Regulation		**$ 5,014**	**$ 4,883**	**$ (131)**	
Boards and Commissions	Farm Land Security Board	$ 861	$ 923	$ 62	
	Inquiries	1,650	3,149	1,499	14
	Legal Aid Commission	16,819	17,369	550	15
	Automobile Injury Appeal Commission	674	816	142	16
	Rentalsman/Provincial Mediation Board	1,145	1,182	37	
	Saskatchewan Human Rights Commission	1,539	1,653	114	17
	Surface Rights Arbitration Board	150	143	(7)	
Total Boards and Commissions		**$ 22,838**	**$ 25,235**	**$ 2,397**	
Initial Appropriation and Actual Expenditures		**$ 234,141**	**$ 238,834**	**$ 4,693**	
Supplementary Estimates (approved in fall 2006)		3,833		(3,833)	18
Special Warrant Funding		1,900		(1,900)	19
Statutory Funding – Salaries Provincial Court Judges		240		(240)	20
Total Justice Appropriation		**$ 240,114**	**$ 238,834**	**$ (1,280)**	
Capital Asset Acquisitions		(2,822)	(1,716)	1,106	21
Capital Asset Amortization		626	501	(125)	22
Total Justice Expense		**$ 237,918**	**$ 237,619**	**$ (299)**	

Explanation of Major Variances

1 Costs to operate Minister's Office no longer shared with SaskPower.

2 Workload pressures in Human Resources and centralized payment of systems hardware/telecommunication costs.

3 Reduced capital expenditures due to labour dispute and delayed project approvals.

4 Increased costs for prisoner security, SGEU agreement and court-appointed counsel.

5 Vacancy savings and reduced program activity due to strike.

6 Payments to disability plan and increased use of relief judges.

7 Costs associated with the SGEU agreement and outside legal counsel.

8 Vacancy savings and reduced program activity due to labour dispute.

9 Vacancy savings and delayed implementation of coroners' training program.

10 Additional resources associated with Aboriginal Policing Initiatives.

11 Additional in-service training at the Saskatchewan Police College.

12 Extraordinary costs incurred by the RCMP for the Spiritwood manhunt and investigation.

13 Vacancy savings.

14 Additional costs related to the Milgaard Inquiry.

15 Settlement of a legal action and the costs for a potential collective bargaining mandate.

16 Addition of full-time commission members for review process.

17 Workload pressures for legal services and increased vacation leave liability.

18 Additional funding for RCMP, Legal Aid Commission, Milgaard Inquiry, Child Exploitation Strategy and facilities planning.

19 Additional funding for settlement of collective agreements and Automobile Injury Appeal Commission.

20 Additional statutory funding as provided by law.

21 Reduced capital acquisitions due to labour dispute and delayed project approvals.

22 Reduced capital amortization.

2006-07 Financial Results – Revenue

The following table outlines information on actual and budgeted revenues by revenue description.

Explanations are provided for all variances > $100,000.

Description	Revenue Budget	Actual Revenue	Variance	Notes
	(thousands of dollars)			
Taxes				
Privileges, Licenses and Permits	$ 7,544	$ 8,722	$ 1,178	1
Sales, Services and Service Fees	18,353	20,420	2,067	2
Fines, Forfeits and Penalties	10,198	10,163	(35)	
Interest, Discount, Premium	58	77	19	
Receipts from Other Governments	20,295	20,714	419	3
Receipts from Crown Entities	663	841	178	4
Other Revenue	271	341	70	
Department Total	**$ 57,382**	**$ 61,278**	**$ 3,896**	

Explanation of Major Variances

1 Increased non-registered insurance policy premiums and corporate annual returns.

2 Increased securities related activities within the Saskatchewan Financial Services Commission.

3 Increased federal revenue related to Drug Treatment Court program.

4 Increased program recovery from SGI associated with the Automobile Injury Appeal Commission.

Where to Obtain Additional Information

This report provides information about both our accomplishments and our future plans. If you have any questions or comments, or would like additional copies of this report, we invite you to call (306) 787-7872.

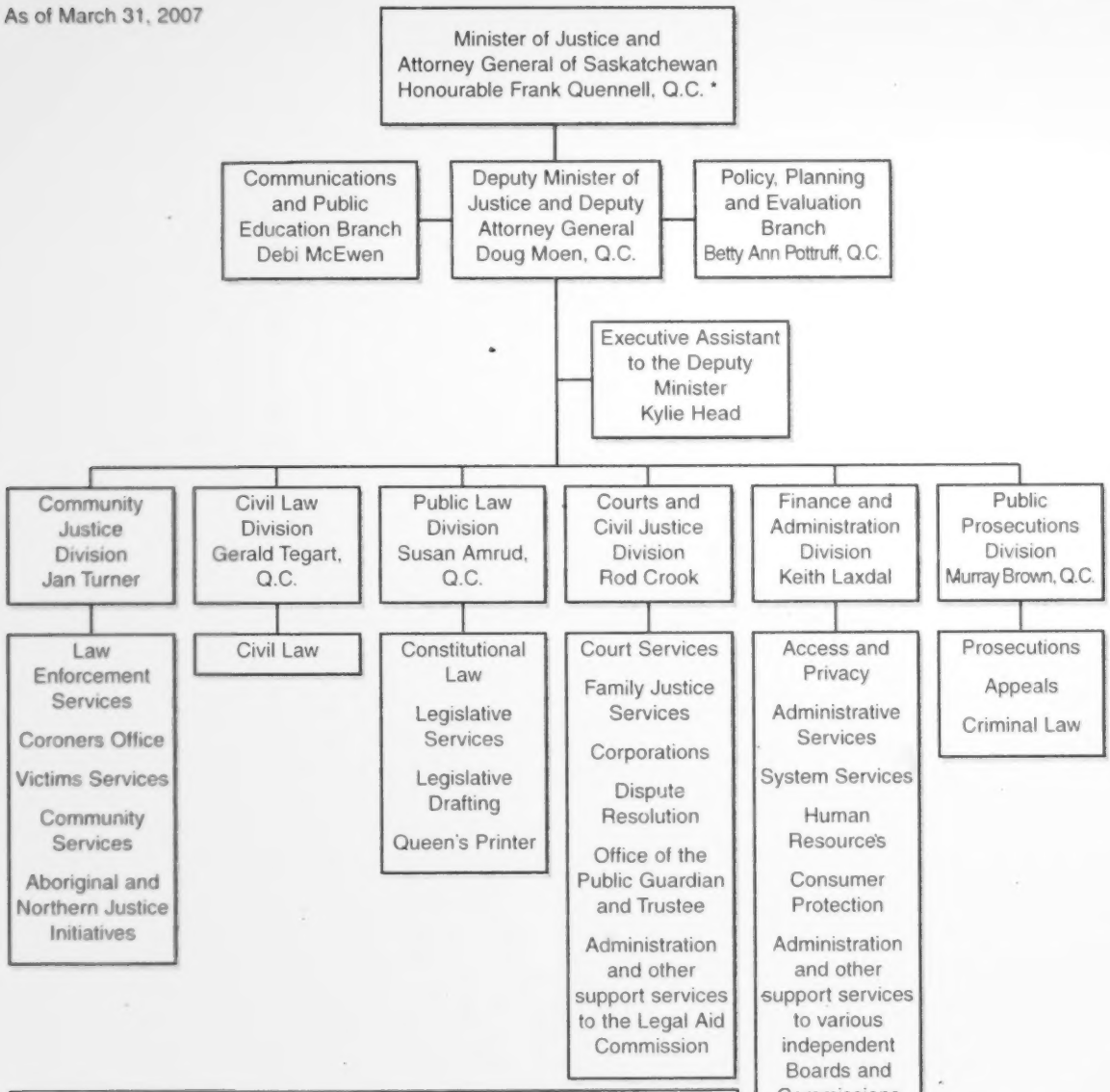
Or contact:

Saskatchewan Justice
Communications and Public Education Branch
1000 - 1874 Scarth Street
Regina, Saskatchewan S4P 4B3

Or send us an e-mail through the Saskatchewan Justice web site: **www.justice.gov.sk.ca**.

Appendix A: Organizational Chart

As of March 31, 2007


Minister of Justice and Attorney General of Saskatchewan Honourable Frank Quennell, Q.C. *
Communications and Public Education Branch Debi McEwen
Deputy Minister of Justice and Deputy Attorney General Doug Moen, Q.C.
Policy, Planning and Evaluation Branch Betty Ann Pottruff, Q.C.
Executive Assistant to the Deputy Minister Kylie Head
Community Justice Division Jan Turner
Civil Law Division Gerald Tegart, Q.C.
Public Law Division Susan Amrud, Q.C.
Courts and Civil Justice Division Rod Crook
Finance and Administration Division Keith Laxdal
Public Prosecutions Division Murray Brown, Q.C.
Law Enforcement Services
Coroners Office
Victims Services
Community Services
Aboriginal and Northern Justice Initiatives
Civil Law
Constitutional Law
Legislative Services
Legislative Drafting
Queen's Printer
Court Services
Family Justice Services
Corporations
Dispute Resolution
Office of the Public Guardian and Trustee
Administration and other support services to the Legal Aid Commission
Access and Privacy
Administrative Services
System Services
Human Resources
Consumer Protection
Administration and other support services to various independent Boards and Commissions
Prosecutions
Appeals
Criminal Law

* *Also responsible for:*

- Automobile Injury Appeal Commission
- Commission of Inquiry into the Wrongful Conviction of David Milgaard
- Co-operative Securities Board
- Farm Land Security Board
- Film and Video Classification Appeal Committee
- Film and Video Classification Board
- Human Rights Commission
- Law Reform Commission
- Office of Residential Tenancies
- Provincial Mediation Board
- Public Complaints Commission
- Public Disclosure Committee
- Public and Private Rights Board
- Saskatchewan Financial Services Commission
- Saskatchewan Human Rights Tribunal
- Saskatchewan Legal Aid Commission
- Saskatchewan Police Commission
- Surface Rights Board of Arbitration

Appendix B: Boards and Commissions

The Minister of Justice is responsible for a number of boards and commissions that receive varying levels of administrative and policy support from Saskatchewan Justice, including:

- Automobile Injury Appeal Commission
- Commission of Inquiry into the Wrongful Conviction of David Milgaard
- Co-operative Securities Board
- Farm Land Security Board
- Film and Video Classification Appeal Committee
- Film and Video Classification Board
- Human Rights Commission
- Law Reform Commission
- Office of Residential Tenancies (formerly Office of the Rentalsman)
- Provincial Mediation Board
- Public Complaints Commission
- Public Disclosure Committee
- Public and Private Rights Board
- Saskatchewan Financial Services Commission
- Saskatchewan Human Rights Tribunal
- Saskatchewan Legal Aid Commission
- Saskatchewan Police Commission
- Surface Rights Board of Arbitration

Most of these boards and commissions produce and table their own annual reports. However, the following agencies have very brief annual reports, which are included in this document to accommodate the tabling requirements and reduce printing costs:

- Automobile Injury Appeal Commission
- Provincial Mediation Board
- Office of Residential Tenancies (formerly Office of the Rentalsman)

Automobile Injury Appeal Commission

The Automobile Injury Appeal Commission opened on January 1, 2003, as an independent, quasi-judicial administrative tribunal responsible for hearing appeals under the Personal Injury Protection Plan for injuries sustained in motor vehicle accidents, regardless of fault. The plan is administered by Saskatchewan Government Insurance (SGI).

When people are not satisfied with a personal injury benefits decision made by SGI under the no fault system, they can file an appeal with either the Court of Queen's Bench or the Commission. In either case, there is a time limit to file an appeal. Appeals must be filed either 90 days from the date of SGI's decision or, if mediation was elected, 60 days from the date mediation was completed.

Claimants filing an appeal to the Commission pay a $75 application fee. If this causes substantial hardship, claimants may ask the Commission to waive the fee by filing a Certificate of Substantial Hardship. The fee, if paid, is refunded if the claimant is successful. Once the claimant and SGI have filed all documents relevant to an appeal, the Commission gives written notice of the hearing date, time and location. Hearings are regularly held in Prince Albert, Saskatoon and Regina. Documents are then packaged and presented to assist the parties and appeal panel in reviewing the documentary evidence. Claimants can represent themselves or have their lawyers present their case to the Commission. In approximately two out of every three appeals, claimants are self-represented.

Both the claimant and SGI have the right to examine and cross-examine any witness. If necessary, either party can arrange to have a witness subpoenaed to attend the hearing. Witnesses can testify by telephone, if they are unable to attend the hearing in person.

The Commission interprets the law and the regulations governing no fault benefits. It has the authority to set aside, confirm or vary benefit decisions made by SGI under the no fault benefits plan. Written reasons for the Commission's decision are provided to, and binding on, both parties. The decision can be appealed to the Court of Appeal on a question of law only. Transcripts are provided to the parties upon request and at their expense.

Appeal hearings are open to the public and thus become a matter of public record. Written reasons for the decision, including personal information, become part of the Commission's decision and are published on its web site and other legal sites. This practice assists claimants and the general public in knowing more about their entitlement to injury benefits and offers unrepresented claimants an opportunity to become familiar with the hearing process.

Budget: $879,000
FTEs: 6.0

Governing legislation includes:

- The *Automobile Accident Insurance Act, 1995 and 2002*
- *The Personal Injury Benefits Regulations, 1995 and 2002*
- *The Automobile Accident Insurance (Injury) Regulations, 2005*

Appeal Status
As of March 31, 2007

	2002-03	2003-04	2004-05	2005-06	2006-07	Total
Applications Filed	30	171	179	144	122	646
Closed, Withdrawn, Settled	2	49	62	62	25	200
Adjourned	2	7	8	10	1	28
Hearings Concluded	26	115	98	40	6	285
Total Outstanding	0	0	11	32	90	133
Decisions Issued	26	113	95	38	4	276
Decisions to be Issued	0	2	3	2	2	9

Membership of the Commission

- Ann Phillips, Q.C., Regina, Chairperson
- Peter Bergbusch, Regina
- Beverly Cleveland, Regina, Vice-Chair
- Pamela Joy Dobko, Saskatoon
- Marjory Gammel, Saskatoon
- Conrad Hnatiuk, Regina
- Carolyn Jones, Saskatoon
- Al Knippel, Saskatoon
- Jane Lancaster, Saskatoon
- Jean MacKay, Regina
- Dr. Mukesh Mirchandani, Yorkton
- Carol Olson, Saskatoon
- Stephanie Pfefferle, Saskatoon
- Jeff Scott, Regina
- Barbara Tomkins, Regina
- Darleen Topp, Saskatoon

2006-07 Program Highlights

- Attendance at Saskatchewan Trial Lawyers Association Spring Seminar, April 2006.
- Appointment of two full-time Commission Members in July 2006.
- Review of Manitoba Automobile Injury Compensation Appeal Commission and Manitoba Claimant Advocate Office in July 2006.
- Annual Commission Member meeting held in December 2006.
- Attendance at the Canadian Institute's *Running a Fair Hearing* conference in January 2007.

2007-08 Goals and Objectives

- Issue written decisions within 60 days of the final filing of evidence on all appeals.
- Carry out a business plan, in consultation with stakeholders, to reduce timelines for an appeal.
- Continued support of the resolution of disputes between the parties in the appeal process.
- Establish internal resources to aid Commission Members in conducting legal research and reviewing issued decisions.
- Hold regular meetings of Commission Members.
- Meet regularly with stakeholders to identify service level expectations and concerns.

Provincial Mediation Board and Office of Residential Tenancies

The Provincial Mediation Board offers assistance to individuals and families with personal debt problems by reviewing their financial situation and options to resolve their crisis. The Board is often able to arrange new repayment plans with creditors with payments channelled through the Board. As well, debtors are encouraged to develop better budgeting habits. The Board is also involved in arranging repayment plans for property tax arrears and giving information on residential foreclosure procedures.

The services of the Provincial Mediation Board are free to the public. More than 800 people accessed the office for help on various debt-related problems last year. The program is able to assist people across the province, rural and urban. It also returned more than $1.6 million to the credit industry on behalf of debtors. The credit industry returns a portion of this money to the program to assist with the costs of administration.

The Provincial Mediation Board has continued to assist many individuals with outstanding student loans. The program is also partnered with problem gambling treatment programs to give guidance to individuals in resolving the financial fallout that often accompanies the addiction.

The number of people assisted by personal debt repayment plans decreased significantly over the previous year. Bankruptcy trustees in the province have also noticed fewer filings. More than 20 presentations on debt management were made to different groups this year. Monthly presentations were provided for the Regina Qu'Appelle Health Region Problem Gambling Day Treatment *Program.*

The program dealt with change this past year. There was a new counsellor and a new information system introduced to the Board. Not-for-profit credit counselling agencies have started to offer their telephone counselling services in the province.

The Board will be looking at showcasing the in-depth personal service that their program offers to the public. The Board recognizes that there are some changes in the economic demographics of Saskatchewan and it is expected that the number of clients may again decrease. The program will look at complementary services it can provide to people with debt problems, such as budget training.

Budget: $399,500
FTEs: 6.0

Legislation:

- *The Provincial Mediation Board Act*
- *The Tax Enforcement Act*
- *The Land Contracts (Actions) Act*
- *The Agricultural Leaseholds Act*
- *The Land Titles Act*
- *The Rural Municipality Act*
- *The Bankruptcy and Insolvency Act* (Federal)

2006-07 Statistics
Provincial Mediation Board

	2004-05	2005-06	2006-07
Debt Repayment Files Opened	328	270	149
Files Active at Year End	666	628	589
Payments Received from Debtors for Creditors (million)	$1.85	$1.9	$1.6
Administrative Levy for Province from Debt Mediation	$272,346	$279,888	$256,780
Debtor Assistance Files (counselling only)	348	272	152
Notices of Mortgage Foreclosure/Cancellation of Agreement for Sale	799	732	700
Tax Enforcement Applications Received	861	729	707
Tax Enforcement Files in Continuous Mediation	880	834	716
Tax Enforcement Fees Received in Year	$ 17,220	$ 19,402	$ 17,800

The Office of Residential Tenancies (formerly the Office of the Rentalsman) provides information to landlords and tenants about residential tenancy rights and obligations. It also provides a quasi-judicial hearing forum for these landlords and tenants.

The public is invited to access the office for information. Residential landlords and tenants may use the hearing forum service.

The Office of Residential Tenancies provided orders on 11,000 cases and held more than 7,000 hearings. Our three Information Counsellors responded to close to 40,000 inquiries. Contact was mainly through toll-free telephone inquiries. More than a dozen presentations were made to the public on residential landlord and tenant rights.

It is a priority for this office to continue to provide the public with quick access to its services. It is an ongoing task to review our processes to ensure that hearings are both fair and efficient. Decisions are normally rendered within 40 days of a hearing. Hearings are scheduled within 40 days of application. Emergency cases are scheduled within six business days and ordered on within two days of the hearing. Inquiries are also provided in a timely manner. The vast majority of telephone inquiries are responded to within one hour and virtually all inquiries are attended to within two business hours.

The Residential Tenancies Act, 2006 was proclaimed into force March 1, 2007. The Office of Residential Tenancies (there was a name change to the office) was busy getting ready for the new legislation, bringing both its staff and the public up to date with the changes. This will be an ongoing task.

The upcoming year will see a change in some of the senior staff and hearing officers, to go along with adjustments to the new legislation. The Office of the Ombudsman, along with our office, will be reviewing processes and procedures to ensure a high quality of service and decisions. As well, our office is part of a study of timeliness in rendering decisions by various government tribunals.

Budget: $745,500

FTEs: 11.6

Legislation:

- *The Residential Tenancies Act, 2006*

2006-07 Statistics
Office of Residential Tenancies (formerly Office of the Rentalsman)

	2004-05	2005-06	2006-07
Total Applications Received	11,916	11,438	10,960
Landlord Applications	11,199	10,739	10,294
Tenant Applications	717	699	666
Number of Security Deposit Applications	6,464	5,881	5,935
Fees	$221,880	$214,060	$211,575

Appendix C: Revolving Funds

Queen's Printer Revolving Fund

On behalf of the Government of Saskatchewan, the Queen's Printer publishes and distributes all legislation, regulations, and other government legislative publications, including:

- *The Saskatchewan Gazette;*
- Tables to Saskatchewan Statutes and Regulations;
- The Saskatchewan Rules of Court (for the Court of Queen's Bench and the Court of Appeal);
- Private Acts;
- bound annual statutes; and
- the complete set, as well as practice-specific sets, of the consolidated Statutes of Saskatchewan and Regulations of Saskatchewan.

Under the authority of the Minister of Justice and the Lieutenant Governor in Council, and subject to *The Queen's Printer's Act* and *The Queen's Printer's Fees Regulations,* the Queen's Printer operates through a revolving fund, and sells its legislative publications and services to achieve the fund's break-even mandate. Significantly self-funded, the Queen's Printer is provided an appropriation from the General Revenue Fund in order to provide free access to all current electronic publications at the Internet web sites of **www.qp.gov.sk.ca** (Freelaw®) and **www.publications.gov.sk.ca** (Publications Centre).

The main users of paper and electronic publications include:

- municipal/provincial/federal governments;
- law offices;
- colleges/universities;
- industry-specific groups (e.g., associations and oil and gas companies);
- libraries; and
- business/corporate.

Queen's Printer Budget

	2006-07 Actual (Unaudited)	2006-07 Budget	2005-06 Actual	2004-05 Actual	2003-04 Actual
Revenue	$ 722,751	$ 589,000	$ 643,444	$ 580,890	$ 592,679
Expenditures					
Cost of Goods Sold	$ 245,819	$ 228,000	$ 236,750	$ 199,626	$ 279,808
Gross Profit/(Loss)	$ 476,932	$ 361,000	$ 406,694	$ 381,264	$ 312,871
Administrative Expenditures	580,509	539,000	518,147	522,840	537,214
Net Profit/(Loss)	$ (103,577)	$ (178,000)	$ (111,453)	$ (141,576)	$ (244,344)
GRF Subsidy	159,000	159,000	125,145	159,000	225,000
Net Profit/(Loss) After Subsidy	**$ 55,423**	**$ (19,000)**	**$ 13,692**	**$ 17,424**	**$ 656**

2006-07 Goals and Objectives

- Continue to keep Freelaw® an industry-leading delivery system for Government of Saskatchewan legislative documents.
- Continue to manage Publications Centre by recruiting and training new participants, and expanding and improving catalogue, payment and administrative processes.
- Continue to scan, edit and post historical legislation to form part of Freelaw®.
- Work with other government agencies to implement a content management system for the main government web site, including Publications Centre.
- Work co-operatively with other government agencies and other levels of government for opportunities to share information technology and publishing resources.
- Continue to share with and learn from other Queen's Printers in Canada with respect to legislative publishing and Internet publications delivery standards.
- Promote Freelaw® and the Publications Centre through media and direct marketing.
- Attend and/or sponsor relevant industry and business trade shows to promote Queen's Printer services.

2006-07 Activities and Results

- All government departments and Crown corporations, as well as many related agencies, participate in the Government of Saskatchewan Publications Centre. The number of participating agencies grew from 39 to 48 in one year.
- The volume of information in Freelaw® continues to grow; however, keeping current information updated is the priority.
- Freelaw® has been amalgamated into Publications Centre with the exception of the home page and sub-pages.
- A content management system has been implemented for the Government of Saskatchewan and Publications Centre will be a shared service on the main site.
- Continued to work co-operatively in partnership with the Information Technology Office, Saskatchewan Property Management and all participants in and outside of the provincial government to deliver Publications Centre.
- Queen's Printers in other provinces are becoming more electronic-based and delivering more free electronic services, as well as less paper. Saskatchewan is a leader in quantity and quality of electronic legislative publications.
- Marketed Publications Centre, including Freelaw®, through attendance at conferences.
- Continued a strong relationship with the Uniform Law Conference of Canada (ULC) by publishing the ULC annual proceedings and update to the Commercial Law Strategy Binder.
- Continued to promote and sponsor various related professional agencies (i.e., Financial Management Institute) by preparing materials for professional development seminars.

Subscription Statistics

Subscriptions to Publication/Service	2002-03 Actual	2003-04 Actual	2004-05 Actual	2005-06 Actual	2006-07 Actual
Statutes of Saskatchewan Bound Volume	125	115	111	105	204
The Saskatchewan Gazette	420	375	345	325	287
Loose-leaf Statutes	281	270	257	245	328
Loose-leaf Regulations	104	102	98	90	106
Separate Chapters	65	65	61	58	86
Tables	214	205	201	186	221
Rules of Court (English/French)	–	235/0	232/0	229/0	417/0
Loose-leaf Oil and Gas	82	84	82	82	122
Loose-leaf Mining	20	20	20	20	25
Loose-leaf Rural Municipality	–	238	238	234	250
Loose-leaf Urban Municipality	–	319	323	315	308

2007-08 Goals and Objectives

- Begin to post edited historical legislation to Freelaw®.
- Finish Private Act consolidations and editing.
- Incorporate Queen's Printer web sites into new content management system purchased by the Government of Saskatchewan. With this, the opportunity to improve web services is available.
- Continue to market Publications Centre by attending tradeshows and sponsoring relevant industry and business events.
- Continue to promote and sponsor various related professional agencies (i.e., Financial Management Institute) by preparing materials for professional development seminars.
- Establish a schedule for loose-leaf paper services so that they are more regularly updated.
- Work closely with various client groups to improve the quality of the publications services we provide.
- Continue to communicate with provincial, federal and territorial Queen's Printers to ensure that legislation and publishing services are consistent with industry and technological standards and best practices.

Victims Services

Victims Services has the primary responsibility for assisting victims involved in the criminal justice system in Saskatchewan. Victims' needs are directly related to their involvement in the criminal justice system and may include:

- information on the justice system and assistance as they proceed through the criminal justice process;
- compensation to offset expenses directly resulting from violent crime; and
- an opportunity to tell the court how a crime has affected them.

Victims of reported crime, those who come to the attention of the justice system, are the first priority of the program. Initiatives for victims of unreported crime and at-risk individuals are also considered important and are supported to the extent that resources are available. Special emphasis is placed on meeting the needs of more vulnerable individuals, such as children and persons with disabilities, as well as Aboriginal people who are disproportionately victimized by crime.

In order to increase understanding about the needs of victims of crime and ensure basic services are available to meet their needs throughout Saskatchewan, Victims Services offers a range of direct supports, such as:

- police-based Victims Services;
- specialized victims services for special target groups, such as victims of domestic violence and child and adult victims of sexual abuse;
- victim/witness services;
- Victims Compensation Program;
- Restitution Program;
- Aboriginal initiatives; and
- Victim Impact Statement Program.

Underlying these direct services are other initiatives that improve understanding and increase awareness of the needs of victims, and help ensure a comprehensive and co-operative response. These indirect supports include:

- education and training;
- co-ordination of services;
- research and evaluation initiatives; and
- prevention of victimization programming.

The governing legislation of the Victims Services Program is *The Victims of Crime Act, 1995* and *The Victims of Crime Regulations, 1997.*

The Victims Fund, which was established by this legislation, is the primary support for services for victims of crime. This Fund is a special-purpose fund that is predominantly comprised of the victims' surcharge that is paid by offenders on federal and provincial offences.

Victims Services also manages a number of initiatives funded by the General Revenue Fund as part of the Department's response to the Commission on First Nations and Métis Peoples and Justice Reform.

2006–07 Goals and Objectives

- Respond to the recommendations of the Commission on First Nations and Métis Peoples and Justice Reform relating to Victims Services.
- Closely monitor the Victims Fund revenue and expenditures, and explore avenues to increase revenue.
- Effectively manage contracts to deliver community-based services to victims of crime.
- Provide court orientation and support to victims/witnesses.
- Provide payments for reasonable expenses resulting from a criminal act of personal violence.

- Plan and organize Saskatchewan's participation in the first annual National Victims of Crime Awareness Week (April 2006) and prepare for Saskatchewan's participation in the second annual week to be held in April 2007.
- Fully implement the restructured Restitution Program province-wide, including the development of policies and procedures.
- Represent Saskatchewan on the Federal/Provincial/Territorial (FPT) Working Group on Victims Issues, and represent Saskatchewan Justice on the Premier's Voluntary Sector Initiative Steering Committee.
- Implement recommendations of the Aboriginal Family Violence evaluation and support programs in making changes within programs.
- Continue work on the development of provincial protocols regarding government responses to child abuse, child victims/witnesses and interpersonal violence.
- Develop and distribute materials to increase awareness of programs and services available to victims of crime.
- Consult with community organizations and recommend amendments to *The Victims of Crime Regulations, 1997*. Implement the changes to the *Act* and *Regulations*.
- Together with community agencies, educate the public and professionals about the needs of victims and how to respond in a helpful and compassionate manner.
- Support programming to prevent victimization.
- Finalize and pilot an educational program that will provide accreditation for Victims Services co-ordinators and volunteers.
- Implement an automated information system for the Victims Compensation Program.

2006-07 Activities and Results

Financial Management/Administration

- Total revenue for 2006-07 was $4,432,462. This includes surcharges, surcharge receivables, General Revenue Fund grant, interest, proceeds of crime and other miscellaneous revenue. Expenditures for 2006-07 totalled $3,942,043.
- The cash balance of the Victims Fund at March 31, 2007 was $1,632,416. This total includes $67,677 in federal proceeds of crime, and $503,808 in provincial proceeds of crime monies.

Actual Expenditures – Unaudited

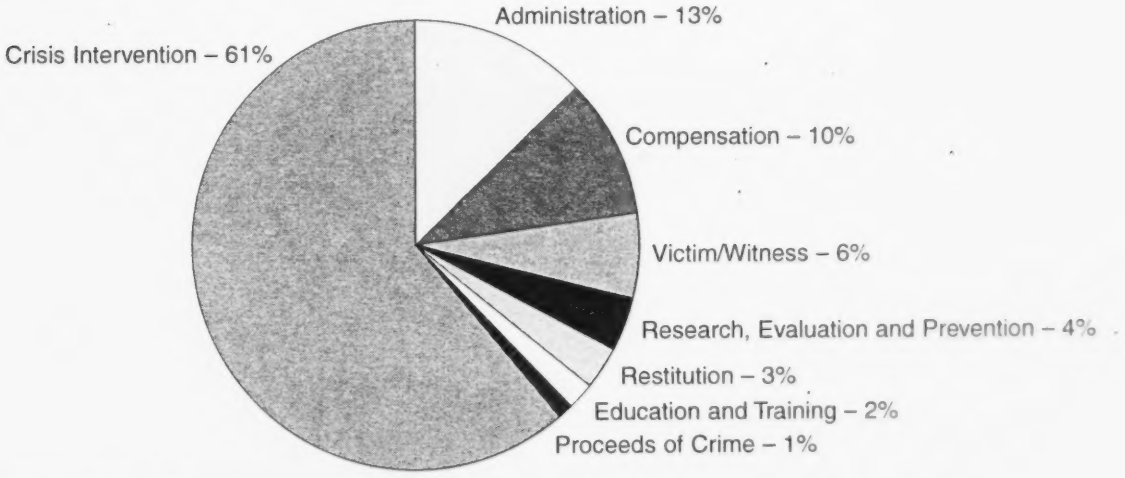

Administration – 13%
Crisis Intervention – 61%
Compensation – 10%
Victim/Witness – 6%
Research, Evaluation and Prevention – 4%
Restitution – 3%
Education and Training – 2%
Proceeds of Crime – 1%

Chart does not include year-end adjustments

Actual Expenditures – Unaudited

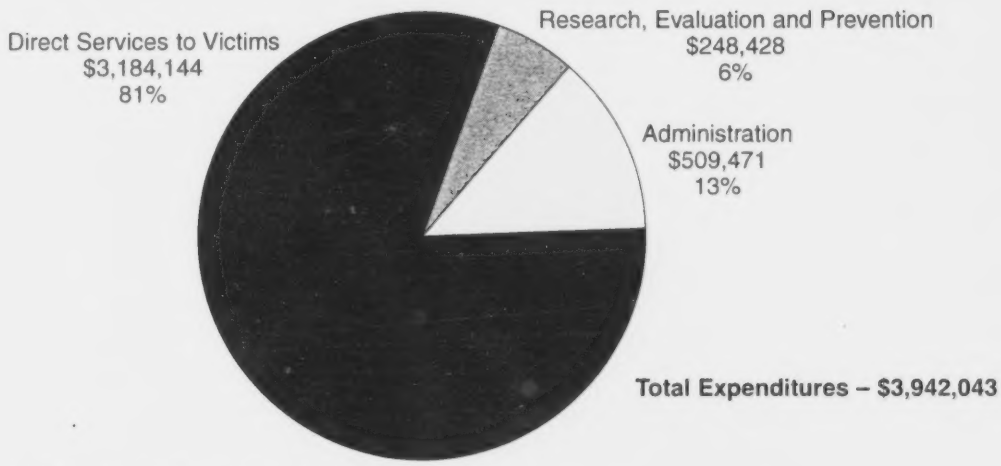


Chart does not include year-end adjustments

- Monitored provincial and federal surcharge imposition and collection, as well as investment of the Victims Fund to maximize revenue.
- Conducted financial audits of funded programs, worked with specific programs to resolve management and financial issues, and trained program staff on financial management software to enable them to have the knowledge to assume responsibility for program budgets in the future.
- Accessed federal funding, where available, to undertake specific projects in Saskatchewan.
- Administered federal proceeds of crime monies that were deposited into the Victims Fund, with payment of funds to police agencies as designated for anti-organized crime and crime prevention activities. Deposited provincial proceeds of crime monies into the Victims Fund, as per Cabinet direction.

Victims Services Staffing

Total FTE Establishment	
Administration	6.5
Compensation	2.0
Restitution	3.0
Victim/Witness Support	4.5
Training and Interpersonal Family Violence Manager	1.0
Total FTEs	**17.0**

Police-based Victims Services

- Managed funding agreements with 17 community agencies and municipal police services to ensure that services are available to 80 per cent of Saskatchewan's population. This includes 17 police-based Victims Services programs and six Aboriginal Resource Officer programs.

- Ensured that victims in one specific RCMP detachment area continued to receive services, following the cessation of program delivery through a local agency. Assisted a neighbouring program in changing its program model to expand to this detachment area. This merger reduced the total number of programs to 16.

- Developed new and expanded programs to provide services to a greater number of victims by:

  - working with communities to successfully establish new police-based Victims Services program models, and providing start-up funding for Athabasca Regional Victims Services (Stony Rapids and Black Lake) and Sandy Bay Victims Services. Both programs began staff recruitment and training in late 2006-07;
  - working with and providing funding to Northeast Regional Victims Services for expansion of the program to the Greenwater RCMP Detachment, which will be fully operational in 2007-08; and
  - working with Southeast Regional Victims Services to develop a plan for expansion to the areas served by the Weyburn Police Service, Weyburn RCMP, and the Stoughton Police Service. Provided start-up funding with provision of services to begin in April 2007.

Specialized Victims Services

- Provided funding for six specialized programs in urban centres, where client volume and/or unique needs (i.e., domestic violence or sexual assault) require a different delivery model to meet demands.

- Continued to assist with funding and management of the Saskatoon Centre for Children's Justice and Victims Services.

Victim/Witness Services

- Continued to offer court orientation and support to children and other vulnerable witnesses. Services are provided province-wide by four programs located in regional prosecutions offices.

- Completed full implementation of the new Victim/Witness program which opened in La Ronge in late 2005-06.

Victim/Witness Statistics

	Males			Females			Total		
Year	**2004-05**	**2005-06**	**2006-07**	**2004-05**	**2005-06**	**2006-07**	**2004-05**	**2005-06**	**2006-07**
Children	32	56	60	60	75	82	92	131	142
Teens	60	98	85	123	196	186	183	294	271
Adults	72	107	101	240	341	329	312	448	430
Total	**164**	**261**	**246**	**423**	**612**	**597**	**587**	**873**	**843**

Victims Compensation Program

- Provided compensation totaling $397,108 to 418 victims, to reimburse them for actual expenses resulting from crimes of personal violence.
- Consulted with community organizations and developed recommendations for changes to *The Victims of Crime Regulations, 1997.* Implemented changes to the Victims Compensation Program, as a result of amendments to *The Victims of Crime Act, 1995* and the *Regulations,* and implemented policy changes to further improve the program. Developed and distributed new Victims Compensation application forms.
- Finalized the development of an automated information management system for the Victims Compensation Program, to begin production April 1, 2007.

Restitution Program

- The new Restitution Program became operational within Victims Services. The program monitored and helped to enforce court-ordered restitution for adults, advised victims of available civil enforcement measures and the registration process, and conducted training to professionals.
- Conducted research and assembled background for the development of a policy and procedures manual.

Aboriginal Initiatives

- Effectively administered funding for eight Aboriginal family violence initiatives and six Aboriginal Resource Officer programs.
- Solicited input about the Aboriginal Family Violence programs on a draft evaluation report. Upon receipt of the final report, began working with the programs on a plan to address the recommendations.
- Responded to the recommendations of the Commission on First Nations and Métis Peoples and Justice Reform by developing and managing a number of initiatives which are funded by the General Revenue Fund. These include the Victim Caseworkers as part of the domestic violence court models in the Battlefords and Saskatoon, the Victim/Witness Services program in La Ronge, and the new police-based Victims Services programs in Sandy Bay and the Athabasca Region.

Victims Compensation Statistics

	2003-04	2004-05	2005-06	2006-07
Applications Received	384	321	354	418
Applications Approved	349	296	323	380
Applications Denied	35	25	31	38
Total Amount Awarded	$408,600	$288,130*	$310,034	$397,108
Average Award	$ 1,154	$ 973	$ 960	$ 1,045

* In 2004-05, there were no claims for large awards.

Education and Training

- In partnership with SIAST Wascana Campus, developed a 72-hour standardized basic training program for police-based Victims Services co-ordinators, assistant co-ordinators and Aboriginal Resource Officers. In piloting this model, workers from half of the programs were trained over three months. The second group, for a total of 30 staff, began training in March 2007, with completion scheduled for June 2007. SIAST standards for certification were considered in developing this program, and the proposal for its approval as a certificate program is under consideration by SIAST.

- Distributed over 16,000 brochures, posters, fact sheets, bookmarks and other educational material to Justice staff, community agencies and individuals.

- Developed and distributed a fact sheet to highlight key victims compensation changes, resulting from legislative and policy amendments. Developed and distributed new compensation application forms.

- Successfully co-ordinated Saskatchewan's activities during National Victims of Crime Awareness Week to: raise awareness of the needs of victims; inform the public about services that are available; and acknowledge 300 volunteers who assisted in providing services to victims of crime, with special recognition to 10-year volunteers. Began planning for the second annual week, to be held in April 2007.

- Delivered presentations on the needs of victims and available programs and supports to Victims Services funded agencies, various groups of professionals, including police recruits at the Saskatchewan Police College and RCMP Training Academy, and at conferences and workshops.

Co-ordination

- Reviewed *The Victims of Crime Regulations, 1997*, consulted with community organizations, and made recommendations for amendments to improve the *Regulations*. Implemented the changes resulting from the amendments to both *The Victims of Crime Act, 1995* and the *Regulations*, which took effect December 1, 2007. These changes included:

  - improving the Victims Compensation Program; and
  - adding the *Declaration of Principles Respecting the Treatment of Victims of Crime* to the *Act*, to set out how victims of crime should be treated by all those who work within the criminal justice system in Saskatchewan.

- Supported the Saskatchewan Association of Police-Affiliated Victims Services by providing funding to cover travel costs for executive committee meetings and the chairperson's attendance at regular meetings with Saskatchewan Justice and RCMP, and to support the association's annual general meeting and training workshop.

- Met regularly with RCMP "F" Division Community Services and the chair of the Saskatchewan Association of Police-Affiliated Victims Services to discuss and address issues of mutual concern.

- Provided ongoing support and expertise to the Battlefords Domestic Violence Treatment Option Court and the Saskatoon Domestic Violence Court projects, and participated in planning meetings for a domestic violence court in Regina.

- Assisted in the finalization of the Provincial Child Abuse Protocol 2006, and distributed the protocol to all programs funded and managed by Victims Services.

- Participated in various interdepartmental committees on family violence, child abuse, child exploitation and abuse of the elderly.

- Attended two meetings of the FPT Working Group on Victims Issues. Co-chaired the Sub-committee on Aboriginal Victimization and assisted with the finalization of a report and recommendations to the Working Group.

- Represented Saskatchewan Justice on the Premier's Voluntary Sector Initiative Steering Committee.

Research and Evaluation

- Collected and monitored regular qualitative and quantitative reporting from all funded agencies.

- Upon receipt of a report into the evaluation of the Aboriginal Family Violence Strategy, began development of a plan to address the recommendations.

- Continued work with the RCMP on the development of processes to address privacy concerns and to ensure that victims continue to be referred to local Victims Services programs.

- Worked with Policy, Planning and Evaluation Branch to begin piloting the use of an ongoing evaluation of police-based Victims Services client satisfaction.

Prevention of Victimization Programming

- Provided financial support for four projects through the Prevention and Support Grant Committee.

- Managed funding for four Children Who Witness Domestic Violence programs, and the Street Workers Advocacy Program in Regina.

2007–08 Goals and Objectives

- Effectively manage the Victims Fund by monitoring revenue and expenditures and exploring avenues to increase revenue.

- Develop a poster on the new *Declaration of Principles Respecting the Treatment of Victims of Crime;* develop a plan for distribution and awareness activities within the criminal justice system in Saskatchewan.

- Fully implement changes to the Victims Compensation Program that resulted from legislative and policy changes, including:

  - develop and distribute a new brochure;
  - update the Victims Compensation policy manual; and
  - implement a new Victims Compensation appeal process, including recommending individuals for appointment to the new appeal committee, and developing processes for this committee.

- Complete the pilot phase of the Victims Services Co-ordination training program, in partnership with SIAST Wascana Campus, and develop a plan for ongoing training on an annual basis. Contribute to a proposal for the course to be approved by SIAST as a certificate program.

- Work with the Aboriginal Family Violence programs and Saskatchewan Justice's committee on interpersonal violence to respond to the recommendations of the evaluation of the Aboriginal Family Violence Strategy.

- Work closely with the RCMP to provide training on the Justice Response to Domestic Violence to RCMP members and community agencies in 10 regions of the province.

- Develop a policy and procedures manual for the Restitution Program, and begin planning the development of an automated information management system.

- Roll-out new funding for Children Who Witness Domestic Violence programs, including the enhancement of the four existing programs and developing new programs in four regions.

- Work with other Justice branches on the development of a policy for the management of provincial proceeds of crime; and develop a proposal for the expenditure of this revenue.

- Work with community members and RCMP in the Spiritwood area to develop opportunities to bring police-based Victims Services to this area.

- Access federal funding for specific projects where available; including the development of a model and funding proposal for a new Victim Impact Statement Travel Funding Program.

Declaration
of Principles Respecting the Treatment of
Victims of Crime

On December 1, 2006, Saskatchewan's *Victims of Crime Act, 1995* was updated to include principles intended to promote fair treatment of victims of crime.

The Act includes the following Declaration:

"In accordance with prevailing laws, persons working within the justice system shall act in accordance with the following principles respecting the treatment of victims:

- victims of crime should be treated with courtesy, compassion and respect;
- the privacy of victims should be considered and respected to the greatest extent possible;
- all reasonable measures should be taken to minimize inconvenience to victims;
- the safety and security of victims should be considered at all stages of the criminal justice process and appropriate measures should be taken when necessary to protect victims from intimidation and retaliation;
- information should be provided to victims about the criminal justice system and the victim's role and opportunities to participate in criminal justice processes;
- information should be provided to victims, in accordance with prevailing policies and procedures, about the status of the investigation, the scheduling, progress and final outcome of the proceedings and the status of the offender in the correctional system;
- information should be provided to victims about available victim assistance services and programs, including information respecting the ability of a victim to obtain financial reparation;
- the views, concerns and representations of victims are an important consideration in criminal justice processes and should be considered in accordance with prevailing policies and procedures;
- the needs, concerns and diversity, including cultural diversity, of victims should be considered in the development and delivery of programs and services and in related education and training;
- information should be provided to victims about available options to raise their concerns when they believe that these principles have not been followed."

Saskatchewan's Declaration of Principles is based on "Canada's Statement of Basic Principles of Justice for Victims of Crime 2003."

Saskatchewan
Justice